
INDIANA COMMISSION ON PROPRIETARY EDUCATION

Board of Commissioners Meeting Memorandum

Date: November 16, 2006

From: Rebecca Carter, Director of Regulatory Compliance

**Subject: UNIVERSITY OF PHOENIX – INDIANAPOLIS & MERRILLVILLE
NEW DEGREE BACHELOR OF SCIENCE & MASTERS DEGREE
APPLICATIONS**

Staff Recommendation

The staff recommends that the University of Phoenix - Indianapolis and Merrillville be given the authority to award the Bachelor Science degree and the Master's degree in the following program *with the stipulation that Instructor Qualification Records and documentation be submitted to the commission staff prior to the start date of these programs:*

Indianapolis & Merrillville campuses:

BS – Health Administration/Health Information Systems

BS – Health Administration/Long Term Care

Master's – Business Administration/Public Administration

Master's – Management/Human Resources Management

Master's – Management/Public Administration

Background Information

The Accrediting Commission for North Central Association of Colleges and Schools (NC) accredits this institution.

The Bachelor of Science degree programs consist of 120 semester-credit hours of training. The master's degree programs consist of 45 semester-credit hours of training. The University of Phoenix has not determined the faculty for these programs yet. The materials do state however, that a Ph.D. is desired and a Master's degree is a requirement.

Supportive Documentation

1. Degree Applications

INDIANA COMMISSION ON PROPRIETARY EDUCATION

DEGREE APPLICATION

NAME OF INSTITUTION: University of Phoenix

NAME OF PROGRAM: Bachelor of Science in Health Administration/Health Information Systems

DEGREE LEVEL: (Designate one)
(AAS, AA, AS, BAS, BA, BS, MBA, MAS, MA, MEd, Ph.D.) BSHA/HIS

Name of Person preparing this Form: Austin Rhodes, Assistant General Counsel
Phone: 480-557-1795

Date the Form was prepared: October 16, 2006

I. PROGRAM OBJECTIVES: (Describe what the program is designed to achieve and explain how it is structured in order to accomplish the objectives.)

The BSHA Program is designed to integrate a foundation of general education and applied sciences with the expertise that prepares the graduate for professional careers in a variety of health care or related health settings.

The BSHA curriculum addresses the basic body of knowledge, understanding, and skills identified as relevant to health care services such as management, finance and accounting, legal and ethical parameters, health and disease factors, and human and information resources. In addition, the health information major provides the student with initial educational preparation to gain insight into the current and emerging world of health information systems. The reshaping of information and technology in health care requires workers to have a broad range of knowledge associated with the functions of an increasingly automated health care environment.

This 60-credit major fulfills only part of the 120-minimum credit requirement for degree completion.

II. PROGRAM STRUCTURE: (List all courses in the program. Indicate course name, number, and the number of credit hours or clock hours for each course.)

NAME OF PROGRAM: Bachelor of Science in Health Administration/Health Information Systems

TOTAL CREDIT OR CLOCK HOURS: 120 credit hours

(For credit hours, check quarter or semester): **Quarter Hours:** _____ **OR Semester Hours:** X*
*Semester equivalent credit hours but the term is in six weeks per course

LENGTH OF PROGRAM: 200 weeks **TUITION:** \$336/credit hour

SPECIALTY COURSES:

<u>Course Number</u>	<u>Course Title</u>	<u>Credit Hours</u>	OR	<u>Clock Hours</u>
GEN/300	Skills for Professional Development	3		
MGT/331	Organizational Behavior	3		
HCS/438	Statistical Applications	3		
HCS/310	Health Care Delivery in the U.S.	3		
HCS/320	Health Care Communication Strategies	3		
HCS/330	Introduction to Health and Disease Trends	3		
HCS/413	Health Care Management Strategies	3		
HCS/427	Human Resources Principles and Practices in Health Care	3		
HCS/430	Legal Issues in Health Care: Regulation and Compliance	3		
HCS/451	Health Care Quality Management and Outcome Analysis	3		
HCS/405	Health Care Financial Accounting	3		
HCS/440	Economics: The Financing of Health Care	3		
HCS/483	Health Care Information Systems	3		
HCS/490	Health Care Consumer – Trends and Marketing	3		
CMGT/410	Project Planning and Implementation	3		
DBM/381	Database Concepts	3		
NTC/361	Network and Telecommunications Concepts	3		
BSA/376	Systems Analysis and Design	3		
CMGT/442	Information Systems Risk Management	3		
HCS/449	Health Administration Capstone	3		

GENERAL EDUCATION/LIBERAL ARTS COURSES: (If applicable)

	Not Applicable		

Number of Credit/Clock Hrs. in SPECIALITY Courses: 60 / 800 Percentage: 50%

Number of Credit/Clock Hrs. in GENERAL Courses: 60 / 800 Percentage: 50%

(If applicable:)

Number of Credit/Clock Hrs. in LIBERAL ARTS Courses: / Percentage:

III. LIBRARY: (Please provide information pertaining to the library located in your institution.)

1. Location of library; Hours of student access; Part-time/Full time librarian/staff:

The Dean of University Learning Resources & University Librarian, who is required to have a Master's Degree in Library Science and several years of experience in library operations, manages operations, user education, and collection development. The Dean of University Learning Resources & University Librarian reports directly to the Provost for Academic Affairs.

University library staffing levels are as follows:

Dean and University Librarian	1
Assistant University Librarian	1
Part-Time Librarians	6
Web Developer	1
Web Content Administrator	1
Library Documentation Administrator	1
Library Operations Supervisor	1
Library Research Specialists	4

Because the University provides the same centrally managed resources and services to all students regardless of location, these employees are based at the University's central offices in Phoenix rather than at a specific campus location. This arrangement allows a centralized staff to serve all students equally without the disparities between small and large campuses that often arise with traditional approaches to library resources and services.

Virtually all library resources and services are available at all times via the Web. Research guidance and document/delivery functions are available seven days a week.

Bachelor of Science in Health Administration/Health Information Systems

Program Description

The BSHA Program is designed to integrate a foundation of general education and applied sciences with the expertise that prepares the graduate for professional careers in a variety of health care or related health settings.

The BSHA curriculum addresses the basic body of knowledge, understanding, and skills identified as relevant to health care services such as management, finance and accounting, legal and ethical parameters, health and disease factors, and human and information resources. In addition, the health information major provides the student with initial educational preparation to gain insight into the current and emerging world of health information systems. The reshaping of information and technology in health care requires workers to have a broad range of knowledge associated with the functions of an increasingly automated health care environment.

This 60-credit major fulfills only part of the 120-minimum credit requirement (124 for Kansas students) for degree completion.

Bachelor of Science in Health Administration/Health Information Systems

Preferred Course Sequence and Prerequisite System

Course Number	Course Title	Credits	Prerequisites
Foundation Courses			
GEN 300	Skills for Professional Development	3	---
MGT 331	Organizational Behavior	3	GEN/300, 24 credits
HCS 438	Statistical Applications	3	GEN/300, MTH/209 Math Proficiency, 24 credits
HCS 310	Health Care Delivery in the US	3	GEN/300
HCS 320	Health Care Communication Strategies	3	GEN/300
HCS 330	Introduction to Health and Disease Trends	3	GEN/300, PHL/251 Critical Thinking Proficiency
Specialization Courses			
HCS 413	Health Care Management Strategies	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 427	Human Resources Principles and Practices in Health Care	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 430	Legal Issues in Health Care: Regulation and Compliance	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 451	Health Care Quality Management and Outcome Analysis	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 405	Health Care Financial Accounting	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 440	Economics: The Financing of Health Care	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 483	Health Care Information Systems	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 490	Health Care Consumer – Trends and Marketing	3	GEN/300, HCS/310, HCS/320, HCS/330
CMGT 410	Project Planning and Implementation	3	GEN/300, HCS/310, HCS/320, HCS/330
DBM 381	Database Concepts	3	GEN/300, HCS/310, HCS/320, HCS/330

NTC 361	Network and Telecommunications Concepts	3	GEN/300, HCS/310, HCS/320, HCS/330
BSA 376	Systems Analysis and Design	3	GEN/300, HCS/310, HCS/320, HCS/330
CMGT 442	Information Systems Risk Management	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 449	Health Administration Capstone	3	All Previous Major Courses
Total Credits		60	

GEN 300 Skills for Professional Development

Course Description

This course examines the skills necessary for successful critical thinking, teamwork, research, and communication. The course is designed to aid adult learners in acquiring and improving the core competencies that are necessary at the University of Phoenix. Students will examine their reasons for returning to school, and develop strategies for achieving educational goals in school, work, and personal settings. Students will also be introduced to the University library and learn how to access its resources successfully.

MGT 331 Organizational Behavior

Course Description

This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity, elements of change, effective communication, and performance systems. A comprehensive review of these processes, as well as others, will allow students to examine their role in organizations in the new millennium.

HCS 438 Statistical Applications

Course Description

The emphasis in this statistical applications course is on thinking about research issues in a statistically sound and practical fashion. Students will learn how to formulate and ask the right questions, how to collect data effectively, how to summarize and interpret information, and how to understand the limitations of statistical inferences.

HCS 310 Health Care Delivery in the US

Course Description

This course provides a broad overview of the various functions of the United States health care system. The historical evolution of health care is examined. The student is introduced to the various forms of provider models and service delivery systems found in private and public health sectors, including ambulatory, acute, mental, and long-term care. The financing aspects of health care and their influence on health care delivery and quality are outlined.

HCS 320 Health Care Communication Strategies

Course Description

This course offers students the foundational knowledge and skills to communicate effectively in a variety of health care workplace settings. Students will review basic medical terminology, discuss the influences of gender and culture, examine channels of communication including the development of interpersonal and technology related communication, and the impact of consumer and interdisciplinary communication.

HCS 330 Introduction to Health and Disease Trends

Course Description

This course introduces students to the basic principles of illness and disease as well as the impact of disease trends on the delivery of services. The clinical manifestations of diseases commonly seen in the health care environment will be reviewed. The impact of health promotion and wellness program perspectives will be presented.

HCS 413 Health Care Management Strategies

Course Description

The course explores the fundamental concepts of management theory as applied to healthcare. Students will examine the organizational structure of the health care delivery system and administrative processes such as planning, problem solving, decision making, and quality productivity improvement. Emphasis will also be placed on the major issues and problem areas confronting health service administrators.

HCS 427 Human Resources: Principles and Practices in Health Care

Course Description

This course examines the complexities and multiple issues involved in Human Resources management in health care organizations. Students will examine the strategic role of human resource management in response to changes in the health care industry. In addition, issues such as recruitment, retention, performance management, organizational development, and employee relations are examined. Federal, state, and professional regulatory requirements specific to health care are emphasized.

HCS 430 Legal Issues in Health Care: Regulation and Compliance

Course Description

This course covers the broad range of topics affected by health law and regulation ranging from patient rights to corporate responsibilities. Public and private health care regulatory agencies are examined as well as their impact on the operation of healthcare as a business. Legal issues ranging from professional malpractice to corporate wrongdoing are also discussed.

HCS 451 Health Care Quality Management and Outcomes Analysis

Course Description

This course examines the relationships between health care quality and organizational performance management. The student is introduced to the rationale for performance management and the role of the governing body of the health care organization in ensuring compliance with the standards of regulatory and accreditation organizations. Methods for assuring quality in process and outcome management are described, as well as the significance and statistical application of measuring outcomes. Various health care customers are identified. Changing trends in the provision and reimbursement of health care services are reviewed.

HCS 405 Health Care Financial Accounting

Course Description

This course provides an understanding of the general principles of accounting applied in the health care environment. It includes an overview of sources of revenue for various health care entities. The Diagnosis-Related Group (DRG) system of service classification and its relation to payment for providers and organizations are also examined. The fundamentals of strategic planning, cost concepts, and capital budgeting are applied in the health care environment. Issues surrounding the development and management of budgets are examined.

HCS 440 Economics: The Financing of Health Care

Course Description

This course provides an overview of the economics of health care. The various payers are examined, including private, state, and federal entities. Issues such as the cost effectiveness of prevention, the management of patients and their diseases, as well as the cost of treatment settings are discussed. Third party reimbursement from various sources, ranging from for-profit insurance carriers to charitable donations, are reviewed. The health care system's use of grant funding and research dollars is described.

HCS 483 Health Care Information Systems

Course Description

The course provides an overview of the integration of technology in the health care setting. Students will examine the processes used in the selection, application and evaluation of computer software and hardware. Methods and processes to make informed business decisions related to the application and use of technology in health care will be discussed.

HCS 490 Health Care Consumer – Trends and Marketing

Course Description

In this course students will have the opportunity to examine the traits, trends and needs of today's health care consumer. Students will examine current consumer information for readability, implications for the selection of products and services and differentiation of health care web sources.

CMGT 410 Project Planning & Implementation

Course Description

This course provides the foundation for understanding the broad concepts of successful planning, organization and implementation within the technical environment. The course uses real-world examples and identifies common mistakes and pitfalls. Topics covered include project scoping, estimating, budgeting, scheduling, tracking and controlling.

DBM 381 Database Concepts

Course Description

This course covers database concepts. Topics include data analysis, the principal data models with emphasis on the relational model, entity-relationship diagrams, database design, normalization, and database administration.

NTC 361 Network and Telecommunications Concepts

Course Description

This course provides an overview of telecommunication systems in a business environment. Topics covered include voice communications, standards, transmission, networks, and internetworking.

BSA 376 Systems Analysis & Design

Course Description

This course introduces the fundamental logical and design considerations addressed during system and application software development. It provides a solid background in information systems analysis and design techniques through a combination of theory and application. Systems Development Life Cycle (SDLC) will be fundamental to the course.

CMGT 442 Information Systems Risk Management

Course Description

This course identifies and defines the types of risks that information systems professionals need to consider during the development and implementation of computer based information systems. This course will survey remedies and prevention techniques available to address the risk areas present. Organizational policies and current regulatory considerations will also be examined relative to development, implementation and use of computer based information systems.

HCS 449 Health Administration Capstone

Course Description

Students in this course summarize their learning and formulate strategies to manage various challenges they will encounter in the healthcare environment. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

Overview of the University Library

University of Phoenix is home to an extensive state-of-the-art digital library that uses current information technology to provide relevant and timely information in support of the learning process. This medium of retrieving scholarly and professional material is uniquely suited to the mission of this University, an institution that exists to serve the large population of working adults and provides programs primarily in professional and managerial disciplines.

In these fields, the kinds of information most useful tends to be that available in the current periodical literature that increasingly is available in digital format, rather than in the book stacks and historical resources of traditional libraries. University of Phoenix students are “knowledge workers” who need to develop the ability to access and utilize information from the desktop. Additionally, as busy working professionals, our students and faculty members find it inconvenient to travel to distant libraries and to match schedules to library building hours. The online distribution of scholarly resources provides functional access to the kinds of information University of Phoenix students will be expected to use throughout academic programs and careers.

The core of our Library Web site is a collection of databases available to all students and faculty at any time and from virtually any location where an Internet connection is available. In addition to our library databases, the Library maintains selected links to other worthwhile sites on the Web, facilitates user education, and provides research guidance.

The online distribution of information is not only optimally matched to the needs of working adult learners, but also allows for equitable sharing of library resources among students and faculty members at all UOP learning centers. Instead of encountering disparities in library resources between large and small learning centers, UOP library patrons enjoy access to same broad spectrum of resources regardless of where they attend class.

In addition, a Web-based approach to library services allows the University of Phoenix to avoid disparities between on-campus students and distance education students. The University's large and rapidly growing Online division is supported with library resources that are identical to those available to students at UOP learning centers.

Content of the University Library

Thousands of scholarly journals and periodicals holding millions of full-text articles relevant to each UOP degree program are contained in the databases. In addition, financial reports on over 10,000 public companies and a variety of directories and other reference publications are available. The databases included in the University Library are commercial products held by the University under licensing agreements with content providers, rather than databases freely available to the general public like Web pages found through an Internet search engine.

The University Library is the result of careful collaboration between the University of Phoenix and several prominent online information vendors. In working with each vendor, the University Library has stressed the importance of creating a seamless link from its own Web site to the proprietary content offered through subscription databases.

Using a variety of authentication methods, the University Library has engineered access to all library resources via a single login. Once a library user has signed in with his or her user name and password, all subscription databases are available to the user without the need for secondary logins. In addition, links are built in such a way that no student data is shared with library vendors. Finally, off-site access is available for all databases since most library users are unlikely to be present at a University facility when using the online library resources.

Current Database Components of the University Library

Major Article Databases

These databases are appropriate for all subjects and are configured to provide full-text articles.

EBSCOhost

EBSCOhost includes the full text of nearly 4,000 periodicals, including over 2,000 scholarly journals such as *Harvard Business Review*. This resource is appropriate for courses in all subjects.

InfoTrac OneFile®

InfoTrac OneFile® includes the full text of over 6,000 periodicals and newswires. This resource is appropriate for courses in all subjects.

ProQuest®

ProQuest® contains daily newspapers, including the *Wall Street Journal* and *New York Times*, and scholarly journals covering virtually all subjects. Searches in ProQuest® can be limited to a particular publication type (newspapers or periodicals) depending on specific research needs. This resource is appropriate for courses in all subjects.

Article Databases - - Specialized

These databases provide overviews and articles on current topics of political and social interest.

ACM Digital Library

The ACM (Association for Computing Machinery) Digital Library contains over 69,000 full-text and conference proceedings related to all aspects of computer science. This resource is recommended for courses in information systems and technology.

Business & Company Resource Center

Business & Company Resource Center is a comprehensive business database with content from periodicals, newsletters, directories, financial reports, and other authoritative sources. This database allows searching by company name, keywords, and other criteria. Tabbed results pages show different sources of information available for each company or subject covered in the database.

Business Insights

Business Insights, formerly known as *Reuters Business Insight* offers in-depth research reports regarding industries, marketing, and technologies. This database is recommended for courses in business and technology management.

Business Source Premier

Business Source Premier is a scholarly business database, providing full text of numerous peer-reviewed journals in business, as well as relevant trade publications, newspapers, and reference sources. Search criteria include keywords, company names, industries, authors, publications, and subject terms.

CQ Electronic Library

CQ Electronic Library is a suite of reference products from Congressional Quarterly®. Contents include *CQ Researcher*, *CQ Weekly*, the *Electronic Encyclopedia of American Government*, the electronic version of the *Washington Information Directory (eWID)*, the *CQ Public Affairs Collection*, *CQ Insider*, and the *CQ Supreme Court Collection*. This resource is recommended for courses in critical thinking, government, law, political science, and public affairs.

Economist.com

Economist.com is the premier online source for the analysis of world business and current affairs, providing authoritative insight and opinion on international news, world politics, business, finance, science, and technology, as well as overviews of cultural trends and industry, business and, country surveys. Economist.com publishes all articles from *The Economist* print edition (including those printed

only in British copies) plus a searchable archive of all *the Economist's* articles back to January 2000. Links to other articles and to relevant sources on the web are included with many of the stories.

Educational Pathways

Educational Pathways (EdPath) is a newsletter that covers distance learning initiatives, programs, and practices. Articles are composed through in-depth interviews with educators working in the field and reflect some of the latest advances and practices in higher education.

Emerald

Emerald is a collection of scholarly journals in the field of management and business, with additional coverage in the areas of library science, information science, and criminal justice. All journals in Emerald are considered peer-reviewed.

Factiva

Factiva, a joint venture of Dow Jones and Reuters, provides news focused on business, companies, products, markets, and current events from more than 9,000 authoritative sources including *The Wall Street Journal*, the *Financial Times*, Dow Jones and Reuters newswires, the Associated Press, Reuters Fundamentals, Dun & Bradstreet, and Bureau van Dijk company profiles.

Facts.com

FACTS.com includes the *Facts On File World News Digest*, *Editorials on File*, *Issues and Controversies on File*, *Reuters New Service*, *Today's Science on File*, and the *World Almanac and Book of Facts*. This resource is useful for research about news events of the past 60 years and is especially recommended for courses in critical thinking and 20th century history.

Faulkner's Advisory on Computers and Communications Technologies

Faulkner's Advisory on Computers and Communications Technologies (FACCTS) provides in-depth coverage of information technology and telecommunications. This database contains reports, diagrams, charts, tables, and illustrations on all aspects of computer technology and telephony. This resource is recommended for courses in information systems and technology, as well as technology management.

Health and Wellness Resource Center

The Health and Wellness Resource Center includes approximately 300 pamphlets, links to journal articles from InfoTrac OneFile, and many encyclopedias, including the following titles: Clinical Reference Systems, The Gale Encyclopedia of Childhood & Adolescence, The Gale Encyclopedia of Medicine, Medical and Health Information Directory, PDR Family Guide to Nutrition and Health, and the Gale Encyclopedia of Alternative Medicine. This resource is recommended for courses in nursing, health care, and nutrition.

Journals@Ovid

Journals@Ovid provides full-text access to leading journals of nursing and medicine from Lippincott, Williams, & Wilkins. This resource is recommended for courses in nursing and health care.

NBER Working Papers

The National Bureau of Economic Research (NBER) Working Papers database contains original research from 1994 to the present on a variety of topics in all aspects of economics. This resource is recommended for advanced courses in business and economics.

Opposing Viewpoints Resource Center

Opposing Viewpoints Resource Center includes the *Greenhaven Press Opposing Viewpoints* reference books as well as relevant magazine articles and other appropriate information sources. This resource is useful for research about controversial social issues and is especially recommended for introductory courses.

Policy Central

Policy Central is a comprehensive database of United States politics, government, and public affairs.

Publications within the database include the *Almanac of American Politics*®, *American Health Line*™, *National Journal*®, *Technology Daily*, and many other valuable sources. This resource is recommended for courses in political science, health care administration, technology management, and all other subjects related to public policy.

ProQuest Historic Newspapers

ProQuest Historic Newspapers contains the full-text of five leading newspapers: the *Christian Science Monitor*, the *Los Angeles Times*, the *New York Times*, the *Wall Street Journal*, and the *Washington Post*. Coverage extends back to the first date of publication for all papers. For the most current issues of these papers, please use the main ProQuest link located under the heading "Major Article Databases."

PsycARTICLES

PsycARTICLES is a database of full-text articles from 53 journals published by the American Psychological Association (APA), the APA Educational Publishing Foundation, the Canadian Psychological Association, and Hogrefe & Huber. Coverage extends from 1985 to the present.

RDS Business Reference Suite

The RDS Business Reference Suite incorporates three separate components: TableBase, a database of statistical tables drawn from a variety of sources; Business and Management Practices, an index of solutions to common workplace issues; and Business and Industry, a database of articles from trade journal and industry newsletters. All three are available through a unique interface that allows highly advanced searching. Please note that RDS Business Reference Suite is not a completely full-text database. Some document listings will link to full text; other documents listed may have to be obtained from other databases or in hard copy. This resource is recommended for intermediate and advanced courses in business.

Roll Call

Roll Call is a leading publication covering Congressional news and information. Roll Call provides up-to-the-minute news of the legislative and political events on Capitol Hill. The online version provides not only the full content of the print edition but also breaking news stories.

SAGE Full-Text Collections

SAGE Full-Text Collections is a suite of over 200 journals from Sage Publications in the disciplines of Communication Studies, Criminology, Education, Management & Organization Studies, Nursing & Health Sciences, Political Science, Psychology, Sociology, and Urban Studies & Planning. All journals in Sage Full-Text Collections are considered peer-reviewed.

Security Management Practices

Security Management Practices, produced by Faulkner Information Services, provides full-text reports on topics as protecting organizational assets, implementing security measures, developing security strategy, enforcing security standards, maintaining relationships with law enforcement and other security-related agencies, conducting security audits, and other matters related to security for businesses and organizations. This resource is recommended for courses in criminal justice, information technology, security management, and technology management.

Bases de Datos en Español

In support of Spanish-speaking students, the University Library offers a selection of databases in which both the search interface and the documents retrieved are in Spanish.

Consulta

Ocenet **Consulta** es una base de datos que contiene más de 200,000 artículos en lengua española, con contenidos específicos de todos los países hispanoparlantes. Provee información de referencia que procede fundamentalmente del fondo editorial Océano. Incluye además artículos de revistas y publicaciones especializadas, revisados e indexados diariamente por editores profesionales. Tiene una sección especial de fuentes primarias en la cual se incluyen documentos históricos originales y obras claves de la literatura universal.

Ocenet Consulta is a database containing more than 200,000 articles in Spanish with contents from all Spanish-speaking countries. Its reference information is based fundamentally in the editorial resources of Oceano, also including magazine articles and specialized publications revised and indexed daily by professional editors. It has a special section of basic resources including original historical documents and key works in universal literature.

Enciclopedia Universal en Español

La más completa enciclopedia en el idioma español, la **Enciclopedia Universal en Español** contiene sobre 47,000 artículos, además de 8,300 fotos e imágenes. También provee un diccionario de 65,000 vocablos, un atlas mundial y cronologías históricas. Es un recurso excelente para personas de habla hispana, estudiantes bilingües y estudiantes aprendiendo español.

The most complete encyclopedia in Spanish, the **Enciclopedia Universal en Español** contains more than 47,000 articles in addition to 8,300 photos and images. It also provides a 65,000-entry dictionary, a world atlas, and historical chronologies. It is an excellent resource for Spanish-speakers, bilingual students, and students learning Spanish.

Factiva en Español

Factiva, un producto conjunto de Dow Jones y Reuters, provee noticias enfocadas a los negocios, compañías, productos, mercados y eventos del momento. La información proviene de sobre 9000 fuentes de autoridad que incluyen el *El Financiero*, *El Mundo*, *Dow Jones en Español*, *Reuters - Noticias en Español*, *El Universal* y el *Servicio Universal de Noticias*. Este enlace provee acceso al contenido en español solamente. Para acceder el contenido adicional en inglés y otros idiomas, por favor utilice el enlace de Factiva bajo el encabezamiento "Article Databases -- Specialized."

Factiva en Español is a joint venture of Dow Jones and Reuters, provides news focused on business, companies, products, markets, and current events from more than 9,000 authoritative sources including The Wall Street Journal, the Financial Times, Dow Jones and Reuters newswires, the Associated Press, Reuters Fundamentals, Dun & Bradstreet.

The user interface defaults to the user's browser settings so the interface can be seen in the several different languages. Database content are predominantly in Spanish.

Fuente Académica

Fuente Académica contiene sobre 200 revistas académicas en idioma español de Latinoamérica y Suramérica. Esta base de datos ofrece contenido en texto completo en las áreas de negocios y economía, ciencias médicas, política, leyes, ciencias de computadoras, bibliotecología y ciencias de la información, literatura, lingüística, historia, filosofía y teología. Fuente Académica provee contenido de casas editoras reconocidas en todo el mundo e incluye prestigiosas revistas académicas como *Revista de Arquitectura*, *Estudios Sobre Educación*, *Revista de Estudios Hispánicos*, *Comunicación y Sociedad*, *Revista de Ciencias Políticas*, y *Revista Historia*.

Fuente Academia is a full-text Spanish language index to over 200 scholarly academic journals from Latin and South America.

Latin American Newsstand

Latin American Newsstand provee el texto completo de sobre 35 periódicos tanto en español como en portugués de América Latina. Cubre las áreas de artes, deportes, asuntos políticos y negocios de toda Latinoamérica. Incluye ocho periódicos de Brasil, siete periódicos de México y otras publicaciones de Argentina, Chile, Colombia, Perú, Puerto Rico y Venezuela. Latin American Newsstand provee acceso al periódico *El Nuevo Día* de Puerto Rico, al periódico *El Universal* de México, *O Globo* de Brazil y *La Nación* de Argentina, en otros. Además incluye revistas regionales y servicios cablegráficos—incluyendo el servicio de finanzas *Noticias Financieras*—el cual se centra en análisis financieros, tecnológicos, de mercado y tendencias económicas regionales.

Latin American Newsstand includes the full text of over 35 leading newspapers from numerous locations, including Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Peru, Puerto Rico, Uruguay, and Venezuela. The interface is in Spanish; database content is predominantly Spanish with some additional content in Portuguese and English.

Ocenet Administración de Empresas

Ocenet Administración de Empresas es una base de datos de recursos especializados en economía y administración de empresas. Esta dirigida especialmente a estudiantes de economía y escuelas de negocios, así como para profesionales del ámbito empresarial. Es una herramienta de apoyo al aprendizaje que además incorpora información útil para la práctica profesional como datos macro y micro económicos de diversos países, con énfasis en los de habla hispana. Esta base de datos concentra información de variada procedencia, ofreciendo una visión completa, desde el punto de vista teórico y práctico, de los temas relacionados con la administración de empresas y la economía. Incluye información de referencia, libros especializados, obras didácticas, publicaciones seriadas especializadas, indicadores económicos y diccionarios.

Ocenet Administración de Empresas is a database of specialized resources in economy and business administration. It is directed especially at economics students and business schools as well as at business professionals. It is a learning-support tool that also incorporates useful information for professional practice like the macro figures and micro economics of various countries—with emphasis on Spanish-speaking countries. This database concentrates information from various sources, offering a complete vision, both theoretical and practical, of the subject as it relates to business administration and economics. It includes reference information, specialized books, teaching works, specialized serial publications, economic indicators, and dictionaries.

Ocenet Medicina y Salud

Ocenet Medicina y Salud es un centro de recursos que contiene información especializada en medicina, enfermería y salud. Esta dirigido a estudiantes de medicina, enfermería y carreras afines a la salud. Combina diversos recursos de información para ofrecer una visión completa de todos los temas de interés para profesionales de la salud, tanto desde el punto de vista teórico como práctico. Incluye obras para profesionales médicos, obras formativas, publicaciones seriadas especializadas, protocolos de enfermería, atlas de anatomía y diccionarios médicos.

Ocenet Medicina y Salud is a resource center containing specialized information on medicine, healthcare facilities, and health. It is directed at medical students, healthcare facilities, and careers related to healthcare. It combines various sources of information to offer a complete vision of all subjects of interest to healthcare professionals, in both theoretical and practical points of view. It includes materials for physicians, teaching materials, specialized serial publications, healthcare facility protocols, an anatomical atlas, and medical dictionaries.

Books, Dissertations, and Theses

Current Research @ University of Phoenix

Current Research @ University of Phoenix provides access to doctoral dissertations completed by learners at the University's School of Advanced Studies. For access to dissertations from a wide variety of institutions, use the ProQuest Dissertations and Theses -- Full Text link.

Oxford Scholarship Online

Oxford Scholarship Online is a database containing the full text of over 1000 scholarly books from Oxford University Press in the areas of economics and finance, philosophy, political science, and religion. Specially-commissioned abstracts and keywords are available at both the book and chapter level. This resource is recommended for advanced courses in economics and finance as well as electives in philosophy, political science, and religion.

ProQuest Dissertations and Theses - Full Text

ProQuest Dissertations and Theses -- Full Text contains the full text of over 600,000 dissertations and theses from universities throughout the United States and Canada. Almost all dissertations published since 1997 are available online with numerous older dissertations added continuously.

PsycBOOKS

PsycBOOKS, a resource from the American Psychological Association (APA), is a database of more than 13,000 chapters from over 700 books published by the APA and other distinguished publishers. The database includes scholarly titles published by the APA from copyright years 1953 - 2004. New book chapters are added continuously 18 months after initial publication. Database content includes 100 out-of-print books, classic books of landmark historical impact in psychology, and more than 1,500 authored entries from the APA/Oxford University Press Encyclopedia of Psychology.

Canadian Content

Canada Info Desk

Canada Info Desk is a comprehensive directory of businesses and organizations throughout Canada. The directory includes over 100,000 entries and provides both basic and advanced search capabilities.

Canadian Newsstand / CBCA Complete

Canadian Newsstand and **Canadian Business and Current Affairs (CBCA) Complete** are two databases with a Canadian emphasis hosted on the ProQuest platform. **Canadian Newsstand** includes daily newspapers from throughout Canada. **CBCA Complete** includes trade publications and academic journals with particular emphasis in business, current events, and education.

CPI.Q

CPI.Q, the online version of the *Canadian Periodicals Index* provides indexing and full-text coverage of selected Canadian and international periodicals from 1980 to the present. **CPI.Q** is the Library's exclusive online source for the *Globe and Mail*.

Company Directories and Financials

Datamonitor Business Information Center

Datamonitor Business Information Center provides detailed coverage of companies, industries, and countries. Included are over 10,000 company profiles, over 2000 industry profiles, and over 50 country profiles. Most profiles are updated on a quarterly basis and average 100 pages in length. A "News and Comment" section also provides commentary on events affecting businesses throughout the world.

Dun & Bradstreet Key Business Ratios

Dun & Bradstreet Key Business Ratios provide industry averages for popular ratios that measure solvency, efficiency, and profitability. This resource is recommended for courses in finance.

InvestText Plus

InvestText Plus provides complete images in PDF format of analysts' reports on a variety of industries and publicly traded companies. The reports found in InvestText Plus can be used for access to detailed information about earnings, growth, market share, and other aspects of company and industry performance. This resource is recommended for courses in finance, marketing, and management.

Leadership Library on the Internet

The **Leadership Library on the Internet**, which is updated daily, is a unique personnel contact database that integrates the print 14 Yellow Book directories. The Leadership Library enables users to find contact information for 400,000 individuals at 40,000 leading U.S. government, business, professional, and nonprofit organizations. Please note that the University Library's academic subscription does not include list downloading capabilities.

Mergent Online

Mergent Online contains detailed financial reports concerning public companies throughout the world. This resource is recommended for courses in finance.

Plunkett Research Online

Plunkett Research Online provides industry-specific research portals for important business sectors. For each industry covered, available components include market research and trends, company profiles, statistics, associations/organizations, and a glossary.

Reference USA

Reference USA provides a comprehensive directory of businesses in the United States and Canada. Searches can combine multiple criteria, allowing for generation of customized lists of businesses. This resource is recommended for courses in business.

Country Profiles and Economic Data

Countrywatch

CountryWatch combines information from a variety of sources into one easy-to-use format. Statistics, breaking news, and overviews are available for virtually all of the world's nations. This resource is recommended for courses in geography and international business.

Culturegrams

Culturegrams provides concise, reliable cultural information for more than 175 countries of the world. Each entry includes detailed information about history, customs, lifestyle, and government. This resource is recommended for courses in geography, history, international business, and bilingual education.

EIU Country Intelligence

EIU Country Intelligence provides in-depth coverage of countries throughout the world. Specific components of **EIU Country Intelligence** include **Country Commerce**, **Country Finance**, **Country Profiles**, and **Country Reports**. This resource is recommended for courses in international business.

EIU Data Services

EIU Data Services features three components: **EIU Country Data**, a comprehensive database of economic indicators and forecasts, covering 278 series for 117 countries, as well as 40 regional aggregates, running from 1980 and forecasting out five years; **EIU Market Indicators & Forecasts**, a powerful database of economic, demographic, consumption and industry data on 60 major countries, stretching back to 1990 and forward five years; and **EIU City Data**, a global database of product prices and business costs providing over 330 prices levels on more than 160 products and services in 123 cities worldwide from 1990 to the present.

EIU Viewswire

EIU Viewswire provides current coverage of political and economic trends in 195 countries. Risk analysis and economic forecasts are provided for virtually all nations. The University Library's

Viewswire subscription now includes the **Riskwire** and **Industrywire** services. This resource is recommended for courses in international business.

Euromonitor Global Market Information Database

The **Euromonitor Global Market Information Database** (GMID) is an integrated online information system providing key business intelligence on countries, companies, markets, and consumers. Components include country statistics, market data, lifestyle indicators, country profiles, and company overviews.

Europa World Plus

Europa World Plus is a comprehensive review of cultural, economic, and political circumstances in nations and regions throughout the World. This database contains in-depth country profiles, as well as profiles of major international organizations.

National Trade Databank

National Trade Data Bank, an important resource from the United States Department of Commerce, is particularly valuable for information about exporting and international markets. This resource is recommended for courses in international business.

Political Risk Yearbook

The **Political Risk Yearbook** documents political trends in 106 countries with particular emphasis on risks that could affect business conditions and investments. This resource is recommended for courses in international business.

State of the Nation

State of the Nation provides various financial and economic data from throughout the federal government and other related entities. This resource is recommended for courses in economics and finance.

Encyclopedias and Dictionaries

American National Biography

American National Biography contains over 18,000 detailed portraits of people from all eras who have influenced and shaped American history and culture. All of the content of the 24-volume printed edition is included in the online version. Please note that American National Biography includes only deceased individuals. This resource is recommended for courses in history.

Britannica Online

Britannica Online contains the complete text of the prestigious and authoritative *Encyclopaedia Britannica*, as well as additional content from the *Britannica Student Encyclopedia*, the *Britannica Elementary Encyclopedia*, the *Britannica Concise Encyclopedia*, the *Britannica Internet Guide*, *Merriam-Webster's Collegiate Dictionary*, and *Merriam-Webster's Thesaurus*. Britannica Online allows keyword searching as well as browsing by article titles. This resource provides background information suitable for virtually all academic subjects.

Grolier Online

Grolier Online includes the *Encyclopedia Americana*, the *Grolier Multimedia Encyclopedia*, and the *Encyclopedia of American Studies*. This resource is recommended for beginning courses in all subjects.

Grove Art

Grove Art, the online equivalent of the 34-volume *Grove Dictionary of Art*, provides over 45,000 articles and over 22,000 image links related to all genres, schools, and media in the visual arts. This resource is recommended for courses in the humanities and art education.

Grove Music

Grove Music, the online equivalent of the 29-volume *New Grove Dictionary of Music and Musicians*,

second edition and *The New Grove Dictionary of Opera*, provides access to over 29,000 articles covering all aspects of music throughout the ages. This resource is recommended for courses in the humanities and art education.

Oxford Dictionary of National Biography

The **Oxford Dictionary of National Biography** contains over 50,000 detailed portraits of people from all eras who have influenced and shaped the history and culture of the United Kingdom and the British Isles. All of the content of the 60-volume printed edition is included in the online version. Please note that the Dictionary of National Biography includes only deceased individuals. This resource is recommended for courses in history.

Oxford English Dictionary

The **Oxford English Dictionary** is a prestigious resource containing not only definitions and pronunciations, but also extensive information about the usage of words over time. Over 500,000 words are included and their history is documented by over 2.5 million quotations from a wide range of classic and contemporary sources. The online version contains all of the content of the 20-volume printed set and is updated with over 1,000 new entries each quarter. The Oxford English Dictionary reflects British English, with spellings and usages common in other countries noted when appropriate.

Oxford Reference Online

Oxford Reference Online contains the full text of over 100 specialized dictionaries and encyclopedias in virtually all disciplines. This resource is appropriate for quick reference in all subjects.

Routledge Encyclopedia of Philosophy

The **Routledge Encyclopedia of Philosophy** features over 2000 original articles from over 1300 leading international experts across the discipline of philosophy. The articles cover topics such as ethics, moral development, and the world's religions. There is a summary at the beginning of each in-depth article, enabling the encyclopedia to meet the needs of users at a variety of levels. This resource is recommended for courses in humanities, ethics, religion, and critical thinking.

Routledge Reference Resources

Routledge Reference Resources provides cross-searchable access to online reference books from Taylor and Francis. Current subjects covered include religion, philosophy, and politics.

Webster's Third New International Dictionary, Unabridged

Webster's Third New International Dictionary, Unabridged is the largest and most comprehensive dictionary produced in North America. This dictionary lists over 470,000 words and contains advanced searching capabilities. Webster's Third New International Dictionary, Unabridged reflects American English, with spellings and usages common in other countries noted when appropriate.

xreferplus

xreferplus contains the full text of over 100 specialized dictionaries and encyclopedias in virtually all disciplines. This resource is appropriate for quick reference in all subjects.

Journal Indexes and Abstracts

CINAHL®

CINAHL(Cumulative Index to Nursing and Allied Health Literature) is a comprehensive index of published literature in the nursing field. Please note that CINAHL is not a completely full-text database. Some document listings will link to full text; other documents listed may have to be obtained from other databases or in hard copy. This resource is recommended for advanced courses in nursing.

Cochrane Collection

The *Cochrane Collection* contains three components devoted to evidence-based medicine. The *Cochrane Collection* is not a completely full-text database. Some document listings will link to full text; other documents listed may have to be obtained from other databases or in hard copy. This resource is recommended for advanced courses in nursing and health care.

The *Cochrane Controlled Trials Register* is a bibliography of controlled trials identified by contributors to the Cochrane Collaboration and others, as part of an international effort to hand search the world's journals and create an unbiased source of data for systematic reviews.

The *Cochrane Database of Systematic Reviews* contains full text articles, as well as protocols focusing on the effects of healthcare. Data is evidence-based medicine and is often combined statistically (with meta-analysis) to increase the power of the findings of numerous studies, each too small to produce reliable results individually.

The *Database of Abstracts of Reviews of Effectiveness* (DARE) includes abstracts of published systematic reviews on the effects of health care from around the world, which have been critically analyzed according to a high standard of criteria. This database provides access to quality reviews in subjects for which a Cochrane review may not yet exist.

Criminal Justice Abstracts

Criminal Justice Abstracts, a database produced by Sage Publications, identifies and summarizes literature covering all aspects of criminal justice. Please note that Criminal Justice Abstracts is not a completely full-text database. Some document listings will link to full text; other documents listed may have to be obtained from other databases or in hard copy.

ERIC

ERIC is a comprehensive index of journal articles, dissertations, conference proceedings, and other research in all aspects of education. Some document listings will link to full text if available; other documents listed may be obtained from other databases or in hard copy. This resource is recommended for intermediate and advanced courses in education.

Library, Information Science & Technology Abstracts (LISTA)

LISTA provides an index of more than 600 periodicals, books, research reports, and proceedings. Subject coverage includes librarianship, classification, cataloging, bibliometrics, online information retrieval, information management, and more. Coverage in the database extends back to the mid-1960s. Please note that LISTA is not a completely full-text database. Some document listings will link to full text; other documents listed may have to be obtained from other databases or in hard copy.

MEDLINE

MEDLINE is produced by the National Library of Medicine and functions as a comprehensive index of literature in medicine, nursing, dentistry, veterinary medicine, and health care. Some article listings will link to full text if available; other articles listed may be obtained from other databases or in hard copy. This resource is recommended for advanced courses in nursing and health care.

National Criminal Justice Reference Service Abstracts

National Criminal Justice Reference Service Abstracts, a database produced by the United States Department of Justice, identifies and summarizes literature related to all aspects of criminal justice. Please note that National Criminal Justice Reference Service Abstracts is not a completely full-text database. Some document listings will link to full text; other documents listed may have to be obtained from other databases or in hard copy.

PsycINFO®

PsycINFO is a comprehensive index of published literature in psychology and mental health. Please note that PsycINFO is not a completely full-text database. Some document listings will link to full text; other documents listed may have to be obtained from other databases or in hard copy. This resource is recommended for advanced courses in counseling and human services.

Test Guides and Preparation

Mental Measurements Yearbook

The **Mental Measurements Yearbook**, produced by the Buros Institute, contains listings and reviews of test instruments used in counseling, human services, psychology, and related professions. Typical test entries include descriptive information, professional reviews, and reviewer references. To be included, a test must be commercially available, be published in the English language, and be new, revised, or widely used since it last appeared in the series. Please note that this database does not contain the actual tests but instead functions as a directory and evaluative guide.

Testing and Education Reference Center

Testing and Education Reference Center provides practice exams for numerous standardized tests, including CLEP. Additional functions of this database include directories of degree and certificate programs in all disciplines.

Writing and Publishing Resources

Books in Print

Books in Print is a professional bibliographic database that lists more than five million in-print, out-of-print, forthcoming, book, audio book, and video titles. Please note that **Books in Print** does not contain the actual text of books, but instead functions as a directory.

Papers Invited

Papers Invited is a searchable directory of calls for participation from professional associations, universities, journal editors, and other conference organizers. This resource is recommended for faculty members and graduate students searching for appropriate venues at which to share their research findings. A variety of additional features are available to users who sign up for the optional personalized service. At this time, only users with email addresses ending in email.uophx.edu are eligible for the personalized service. Additional email domains will be supported in the near future.

Spanish Books in Print

Spanish Books in Print is a professional bibliographic database that lists Spanish-language in-print, out-of-print, forthcoming, book, audio book, and video titles. Please note that **Spanish Books in Print** does not contain the actual text of books, but instead functions as a directory.

Ulrich's Periodicals Directory

Ulrich's Periodicals Directory is a directory providing detailed, comprehensive, and authoritative information regarding periodicals published throughout the world. It covers all subjects, and includes publications that are published regularly or irregularly and are circulated free of charge or by paid subscription. Please note that Ulrich's does not provide access to the periodicals themselves. Potential uses of Ulrich's include verifying if periodicals are peer-reviewed (also known as refereed) or identifying potential journals for submission of manuscripts.

What's the Rule

What's the Rule is a set of easy-to-follow explanations and illustrations of the principles of English grammar, punctuation, and sentence structure. What's the Rule includes quizzes to test knowledge of writing concepts. This resource is recommended for all courses that require written assignments.

Electronic Reserve Readings

In addition to the University Library resources for research by topic, Library staff members also maintain Electronic Reserve Readings for individual courses. These pages provide direct links to articles relevant to the course curriculum. These direct links are the result of the University Library's partnership with key database vendors.

Electronic Reserve Readings take the traditional concept of the reserve reading room and allow for the anytime, anywhere distribution of reserve reading materials. The benefit to the adult learner is the ability

to integrate the reserve reading into his or her schedule to a degree not available through more traditional formats.

Reference Service

Professional librarians, all with master's degrees from graduate schools accredited by the American Library Association, provide in-depth research guidance. Examples of the types of assistance the Library can provide include the following:

- Recommending specific University Library databases to use to locate various types of information.
- Offering guidance on how to identify keywords and combine keywords effectively for successful research.
- Providing referrals to Web sites outside the University Library and to other valuable sources of information.
- Assisting in locating specific articles and documents.
- Advising Library users on how to best print, save, or email the material they find in the University Library.

Document Retrieval / Interlibrary Loan Services

University of Phoenix embraces the online dissemination of information resources as the most effective means of providing library services to a distributed population of learners. Nevertheless, the University Library does recognize that not all scholarly literature is available online. For students with specialized research needs, the University Library maintains document retrieval and interlibrary loan services.

Working with several leading document suppliers, University Library staff are able to procure documents and arrange for scanning or physical shipment directly to the student when necessary. Students are not subject to a supplemental charge for this service. The University Library currently fulfills over 500 document requests per month.

Additional Resources for Help

The University Library offers several resources for student and faculty researchers to use in fulfilling their research needs.

- The Library Handbook includes detailed information and helpful tips on conducting research.
- Ask a Librarian is a feature on the pages of the Library Web site that allows users to direct specific reference or research strategy questions to Library staff.
- The Library web site contains several interactive tutorials that allow users to build confidence and skills in library research.

Contacting the University Library

Student and faculty library users may reach the University Library via convenient communications channels:

- Technical support is available via a toll-free number.
- Email is monitored and answered seven days a week.
- An Ask-a-Librarian form appears prominently on the University Library Web site. The library currently handles over 2,000 research inquiries per week via its Ask a Librarian service.

Library Orientation and Training

All students beginning a degree program at the University of Phoenix receive a copy of the Library Handbook, which outlines the resources available through the University Library and offers guidance in library research. Additional training resources are available at the library Web site and include interactive tutorial customized to various fields of study offered by University of Phoenix.

In addition, the University Librarian presents regularly at faculty meetings at various University of Phoenix facilities. The University Librarian works directly with the deans of the various colleges, project managers, and curriculum developers to incorporate library skill-building activities into courses offered at or near the beginning of the University's various degree programs.

Collection Development

Collection development is the shared responsibility of the academic colleges of the University of Phoenix and the University Library professional staff. Deans, Associate Deans, and other academic officials of the various colleges work with University Library staff to determine resources needed to support the University's curriculum. Additional input is channeled through faculty and student end-of-course surveys administered at the conclusion of each UOP class. These end-of-course surveys ask specifically about the University Library.

Resources under consideration for purchase are frequently made available on a trial basis to faculty members who teach in relevant subject disciplines. Feedback submitted by faculty members who participate in these trial subscriptions is archived and taken into account in reaching final purchasing decisions.

Continuing Development

As new resources become available in digital format and new technologies become available for information distribution, the University of Phoenix will continue to innovate in providing high quality library resources to its students, staff, and faculty members. The current climate of rapidly changing models of library service will continue to present new opportunities as the University of Phoenix continues to grow and pioneer new solutions to the educational needs of working adults.

2. Number of volumes of professional material:

The University of Phoenix Library has over 200,000 volumes of professional material.

3. Number of professional periodicals subscribed to:

The University of Phoenix Library subscribes to over 20,600 periodicals.

4. Other library facilities/resources available to the students:

The interlibrary loan relationships maintained by the University Library allow access to collections at University of Michigan, the University Library's primary interlibrary loan supplier, as well as numerous other research libraries.

IV. FACULTY: Attach completed Instructor's Qualification Record for each instructor.

**** Include all supporting documentation pertaining to the qualifications of each instructor.**

The University has not yet determined faculty for this program. Faculty will be hired as needed upon approval and start-up of the program.

University of Phoenix faculty members are accomplished managers, technology leaders, professional educators, corporate executives, financial officers, healthcare and human service professionals, and leaders in other professional arenas. The University's faculty includes a dedicated cadre of Associate Faculty members—most who are practitioners in their professions—as well as a “Core” faculty comprised of educators who not only teach, but also provide academic direction and instructional leadership to the Associate Faculty and the campuses.

The University practices a collaborative, facilitative instructional model. For this reason, and because the majority of University of Phoenix instructors are not traditional full-time faculty members for whom teaching is a primary occupation, it is incumbent on the University to ensure that those appointed to the faculty can demonstrate the ability or potential to teach effectively in this environment. To this end, all faculty candidates participate in a rigorous screening and assessment process, are required to complete New Faculty Certification, and following their official appointment to the faculty, are involved in ongoing training and development activities.

When considering a faculty candidate, academic and professional credentials are evaluated to determine whether candidates meet the minimum requirements for faculty appointment. Other supporting materials, including transcripts, are reviewed to assure that the candidate possesses the qualifications to be approved to teach at least one to two courses. This is determined by comparing the candidate's experience and academic preparation to approval requirements developed for each course. The information that follows outlines the general qualifications necessary to teach across the University.

- A master's or doctoral degree from a regionally accredited institution (or international equivalent) related to the subject the candidate would teach and earned a minimum of two years prior to appointment
- Five recent years of work experience related to the subject the candidate would teach
- Current, full-time employment in the field of study in which the candidate would teach
- Ability to provide effective instruction in the practical application of course content
- Willingness to utilize the University of Phoenix Teaching/Learning Model

INDIANA COMMISSION ON PROPRIETARY EDUCATION

DEGREE APPLICATION

NAME OF INSTITUTION: University of Phoenix

NAME OF PROGRAM: Bachelor of Science in Health Administration/Long Term Care

DEGREE LEVEL: (Designate one)
(AAS, AA, AS, BAS, BA, BS, MBA, MAS, MA, MEd, Ph.D.) BSHA/LTC

Name of Person preparing this Form: Austin Rhodes, Assistant General Counsel
Phone: 480-557-1795

Date the Form was prepared: October 16, 2006

I. PROGRAM OBJECTIVES: (Describe what the program is designed to achieve and explain how it is structured in order to accomplish the objectives.)

The BSHA Program is designed to integrate a foundation of general education and applied sciences with the expertise that prepares the graduate for professional careers in a variety of health care or related health settings.

The BSHA curriculum addresses the basic body of knowledge, understanding, and skills identified as relevant to health care services such as management, finance and accounting, legal and ethical parameters, health and disease factors, and human and information resources. In addition, the long term care major allows the student to gain initial educational preparation for the myriad of opportunities within this health care arena. The continuum of long term care has grown and expanded from the old traditional view to now encompass a wide range of comprehensive health, mental health and social services that spans a vast numbers of organizations. Long term care and the resources needed to provide services will offer many opportunities and challenges for health care in the coming decades.

This 60-credit major fulfills only part of the 120-minimum credit requirement for degree completion.

II. PROGRAM STRUCTURE: (List all courses in the program. Indicate course name, number, and the number of credit hours or clock hours for each course.)

NAME OF PROGRAM: Bachelor of Science in Health Administration/Long Term Care

TOTAL CREDIT OR CLOCK HOURS: 120 credit hours

(For credit hours, check quarter or semester): **Quarter Hours:** _____ **OR Semester Hours:** X*
*Semester equivalent credit hours but the term is in six weeks per course

LENGTH OF PROGRAM: 200 weeks **TUITION:** \$336/credit hour

SPECIALTY COURSES:

<u>Course Number</u>	<u>Course Title</u>	<u>Credit Hours</u>	OR	<u>Clock Hours</u>
GEN/300	Skills for Professional Development	3		
MGT/331	Organizational Behavior	3		
HCS/438	Statistical Applications	3		
HCS/310	Health Care Delivery in the U.S.	3		
HCS/320	Health Care Communication Strategies	3		
HCS/330	Introduction to Health and Disease Trends	3		
HCS/413	Health Care Management Strategies	3		
HCS/427	Human Resources Principles and Practices in Health Care	3		
HCS/435	Ethics: Health Care and Social Responsibility	3		
HCS/430	Legal Issues in Health Care: Regulation and Compliance	3		
HCS/451	Health Care Quality Management and Outcome Analysis	3		
HCS/457	Public and Community Health	3		
HCS/405	Health Care Financial Accounting	3		
HCS/440	Economics: The Financing of Health Care	3		
HCS/483	Health Care Information Systems	3		
HCS/490	Health Care Consumer – Trends and Marketing	3		
HCS/433	Dimensions of Health and the Older Adult	3		
HCS/437	Long-term Care Administration	3		
HCS/446	Facility Planning	3		
HCS/449	Health Administration Capstone	3		

GENERAL EDUCATION/LIBERAL ARTS COURSES: (If applicable)

	Not Applicable		

Number of Credit/Clock Hrs. in SPECIALITY Courses: 60 / 800 Percentage: 50%

Number of Credit/Clock Hrs. in GENERAL Courses: 60 / 800 Percentage: 50%

(If applicable:)

Number of Credit/Clock Hrs. in LIBERAL ARTS Courses: / Percentage:

III. **LIBRARY:** (Please provide information pertaining to the library located in your institution.)

1. **Location of library; Hours of student access; Part-time/Full time librarian/staff:**

The Dean of University Learning Resources & University Librarian, who is required to have a Master's Degree in Library Science and several years of experience in library operations, manages operations, user education, and collection development. The Dean of University Learning Resources & University Librarian reports directly to the Provost for Academic Affairs.

University library staffing levels are as follows:

Dean and University Librarian	1
Assistant University Librarian	1
Part-Time Librarians	6
Web Developer	1
Web Content Administrator	1
Library Documentation Administrator	1
Library Operations Supervisor	1
Library Research Specialists	4

Because the University provides the same centrally managed resources and services to all students regardless of location, these employees are based at the University's central offices in Phoenix rather than at a specific campus location. This arrangement allows a centralized staff to serve all students equally without the disparities between small and large campuses that often arise with traditional approaches to library resources and services.

Virtually all library resources and services are available at all times via the Web. Research guidance and document/delivery functions are available seven days a week.

Bachelor of Science in Health Administration/Long Term Care

Program Description

The BSHA Program is designed to integrate a foundation of general education and applied sciences with the expertise that prepares the graduate for professional careers in a variety of health care or related health settings.

The BSHA curriculum addresses the basic body of knowledge, understanding, and skills identified as relevant to health care services such as management, finance and accounting, legal and ethical parameters, health and disease factors, and human and information resources. In addition, the long term care major allows the student to gain initial educational preparation for the myriad of opportunities within this health care arena. The continuum of long term care has grown and expanded from the old traditional view to now encompass a wide range of comprehensive health, mental health and social services that spans a vast numbers of organizations. Long term care and the resources needed to provide services will offer many opportunities and challenges for health care in the coming decades.

This 60-credit major fulfills only part of the 120-minimum credit requirement (124 for Kansas students) for degree completion.

Bachelor of Science in Health Administration/Long Term Care
Version 002

Preferred Course Sequence and Prerequisite System

Course Number	Course Title	Credits	Prerequisites
Foundation Courses			
GEN 300	Skills for Professional Development	3	---
MGT 331	Organizational Behavior	3	GEN/300, 24 credits
HCS 438	Statistical Applications	3	GEN/300, MTH/209 Math Proficiency, 24 credits
HCS 310	Health Care Delivery in the US	3	GEN/300
HCS 320	Health Care Communication Strategies	3	GEN/300
HCS 330	Introduction to Health and Disease Trends	3	GEN/300, PHL/251 Critical Thinking Proficiency
Specialization Courses			
HCS 413	Health Care Management Strategies	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 427	Human Resources Principles and Practices in Health Care	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 435	Ethics: Health Care and Social Responsibility	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 430	Legal Issues in Health Care: Regulation and Compliance	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 451	Health Care Quality Management and Outcome Analysis	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 457	Public and Community Health	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 405	Health Care Financial Accounting	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 440	Economics: The Financing of Health Care	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 483	Health Care Information Systems	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 490	Health Care Consumer – Trends and Marketing	3	GEN/300, HCS/310, HCS/320, HCS/330

HCS 433	Dimensions of Health and the Older Adult	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 437	Long-term Care Administration	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 446	Facility Planning	3	GEN/300, HCS/310, HCS/320, HCS/330
HCS 449	Health Administration Capstone	3	All Previous Major Courses
Total Credits		60	

GEN 300 Skills for Professional Development

Course Description

This course examines the skills necessary for successful critical thinking, teamwork, research, and communication. The course is designed to aid adult learners in acquiring and improving the core competencies that are necessary at the University of Phoenix. Students will examine their reasons for returning to school, and develop strategies for achieving educational goals in school, work, and personal settings. Students will also be introduced to the University library and learn how to access its resources successfully.

MGT 331 Organizational Behavior

Course Description

This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity, elements of change, effective communication, and performance systems. A comprehensive review of these processes, as well as others, will allow students to examine their role in organizations in the new millennium.

HCS 438 Statistical Applications

Course Description

The emphasis in this statistical applications course is on thinking about research issues in a statistically sound and practical fashion. Students will learn how to formulate and ask the right questions, how to collect data effectively, how to summarize and interpret information, and how to understand the limitations of statistical inferences.

HCS 310 Health Care Delivery in the US

Course Description

This course provides a broad overview of the various functions of the United States health care system. The historical evolution of health care is examined. The student is introduced to the various forms of provider models and service delivery systems found in private and public health sectors, including ambulatory, acute, mental, and long-term care. The financing aspects of health care and their influence on health care delivery and quality are outlined.

HCS 320 Health Care Communication Strategies

Course Description

This course offers students the foundational knowledge and skills to communicate effectively in a variety of health care workplace settings. Students will review basic medical terminology, discuss the influences of gender and culture, examine channels of communication including the development of interpersonal and technology related communication, and the impact of consumer and interdisciplinary communication.

HCS 330 Introduction to Health and Disease Trends

Course Description

This course introduces students to the basic principles of illness and disease as well as the impact of disease trends on the delivery of services. The clinical manifestations of diseases commonly seen in the health care environment will be reviewed. The impact of health promotion and wellness program perspectives will be presented.

HCS 413 Health Care Management Strategies

Course Description

The course explores the fundamental concepts of management theory as applied to healthcare. Students will examine the organizational structure of the health care delivery system and administrative processes such as planning, problem solving, decision making, and quality productivity improvement. Emphasis will also be placed on the major issues and problem areas confronting health service administrators.

HCS 427 Human Resources: Principles and Practices in Health Care

Course Description

This course examines the complexities and multiple issues involved in Human Resources management in health care organizations. Students will examine the strategic role of human resource management in response to changes in the health care industry. In addition, issues such as recruitment, retention, performance management, organizational development, and employee relations are examined. Federal, state, and professional regulatory requirements specific to health care are emphasized.

HCS 435 Ethics: Health Care and Social Responsibility

Course Description

This course identifies ethical issues in health care. It is designed to encourage students to clarify their personal ethic with regard to health care issues. The various responsibilities involving the management of populations whose ethics may be divergent are identified.

HCS 430 Legal Issues in Health Care: Regulation and Compliance

Course Description

This course covers the broad range of topics affected by health law and regulation ranging from patient rights to corporate responsibilities. Public and private health care regulatory agencies are examined as well as their impact on the operation of healthcare as a business. Legal issues ranging from professional malpractice to corporate wrongdoing are also discussed.

HCS 451 Health Care Quality Management and Outcomes Analysis

Course Description

This course examines the relationships between health care quality and organizational performance management. The student is introduced to the rationale for performance management and the role of the governing body of the health care organization in ensuring

compliance with the standards of regulatory and accreditation organizations. Methods for assuring quality in process and outcome management are described, as well as the significance and statistical application of measuring outcomes. Various health care customers are identified. Changing trends in the provision and reimbursement of health care services are reviewed.

HCS 457 Public and Community Health

Course Description

This course provides health care students with an introduction to the development of the public health system and through the epidemiological model students will examine the impact of environmental factors on disease trends as well as communicable disease controls. Students will develop beginning skills in community assessment and health promotion strategies. The course also reflects the advances in population health in the community health field. This course represents the concept that many populations of concern in health programs are not solely defined by geographic location.

HCS 405 Health Care Financial Accounting

Course Description

This course provides an understanding of the general principles of accounting applied in the health care environment. It includes an overview of sources of revenue for various health care entities. The Diagnosis-Related Group (DRG) system of service classification and its relation to payment for providers and organizations are also examined. The fundamentals of strategic planning, cost concepts, and capital budgeting are applied in the health care environment. Issues surrounding the development and management of budgets are examined.

HCS 440 Economics: The Financing of Health Care

Course Description

This course provides an overview of the economics of health care. The various payers are examined, including private, state, and federal entities. Issues such as the cost effectiveness of prevention, the management of patients and their diseases, as well as the cost of treatment settings are discussed. Third party reimbursement from various sources, ranging from for-profit insurance carriers to charitable donations, are reviewed. The health care system's use of grant funding and research dollars is described.

HCS 483 Health Care Information Systems

Course Description

The course provides an overview of the integration of technology in the health care setting. Students will examine the processes used in the selection, application and evaluation of computer software and hardware. Methods and processes to make informed business decisions related to the application and use of technology in health care will be discussed.

HCS 490 Health Care Consumer – Trends and Marketing

Course Description

In this course students will have the opportunity to examine the traits, trends and needs of today's health care consumer. Students will examine current consumer information for readability,

implications for the selection of products and services and differentiation of health care web sources.

HCS 443 Dimensions of Health and the Older Adult

Course Description

Basic principles and concepts of the aging process; includes the physical, social, emotional, and mental components of health. Benefits of health promotion and preventive action for the aging are also explored.

HCS 437 Long-term Care Administration

Course Description

This course examines the organization and management of long-term care and assisted living facilities. The impact of state and federal regulation is analyzed, as well as issues surrounding funding services are discussed. Students will examine the health services needed for current and future populations needing long term care.

HCS 446 Facility Planning

Course Description

This course will introduce students to the legal and regulatory challenges of facility planning and development. Students will analyze facility designs, discuss future health care consumer utilization trends, as well as examine the regulatory compliance requirements.

HCS 449 Health Administration Capstone

Course Description

Students in this course summarize their learning and formulate strategies to manage various challenges they will encounter in the healthcare environment. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

INDIANA COMMISSION ON PROPRIETARY EDUCATION

DEGREE APPLICATION

NAME OF INSTITUTION: University of Phoenix

NAME OF PROGRAM: Master of Business Administration/Public Administration

DEGREE LEVEL: (Designate one)
(AAS, AA, AS, BAS, BA, BS, MBA, MAS, MA, MEd, Ph.D.) MBA/PA

Name of Person preparing this Form: Austin Rhodes, Assistant General Counsel
Phone: 480-557-1795

Date the Form was prepared: October 16, 2006

I. PROGRAM OBJECTIVES: (Describe what the program is designed to achieve and explain how it is structured in order to accomplish the objectives.)

The Master of Business Administration/Public Administration program is designed to enhance the management skills students need to function effectively within a public organization. Students will create and defend their solutions to problems of crisis management, profitable growth opportunities, and change leadership. Throughout the program, students gain experience in distilling a situation into a well-defined problem; applying tools and concepts to analyze a variety of alternative solutions; and selecting and defending their recommended course of action.

The Master of Business Administration program at the University of Phoenix utilizes problem-based learning where students refine their problem solving skills along with their communication, creativity, information utilization, and critical thinking skills. They are assessed on the basis of their use of the problem solving process (which employs a general rubric) as well as their communication and critical thinking skills during their presentation.

In the MBA/PA specialization, students will create complex business problem solving scenarios drawing upon skills and competencies mastered during the program. Students will gain experience in distilling a situation into a well-defined business problem to exploit management-based opportunities for an organization of their choice. They will apply business tools and concepts to analyze a variety of alternative solutions, and will receive feedback on the choices they make. They will defend their solutions and recommend a course of action and performance-based evaluation metrics for the business problem.

Learning teams will apply the principles of benchmarking throughout the program to research the most creative solutions to a business problem. This will enrich the alternatives that learners consider in evaluating possible solutions to the problems.

II. PROGRAM STRUCTURE: (List all courses in the program. Indicate course name, number, and the number of credit hours or clock hours for each course.)

NAME OF PROGRAM: Master of Business Administration/Public Administration

TOTAL CREDIT OR CLOCK HOURS: 45 credit hours

(For credit hours, check quarter or semester): **Quarter Hours:** **OR Semester Hours:** X*
*Semester equivalent credit hours but the term is in six weeks per course

LENGTH OF PROGRAM: 90 weeks **TUITION:** \$456/credit hour

SPECIALTY COURSES:

<u>Course Number</u>	<u>Course Title</u>	<u>Credit Hours</u>	<u>OR</u>	<u>Clock Hours</u>
MBA/500	Foundations of Problem-Based Learning	3		
MBA/501	Forces Influencing Business in the 21 st Century	3		
MBS/502	Managing the Business Enterprise	3		
MBA/503	Introduction to Finance and Accounting	3		
MBA/520	Transformational Leadership	3		
MBA/530	Human Capital Development	3		
MBA/560	Enterprise Risk	3		
MBA/510	Managerial Decision Making	3		
MBA/540	Maximizing Shareholder Wealth	3		
MBA/550	Resource Optimization	3		
MBA/570	Sustainable Customer Relationships	3		
MBA/580	Strategies for Competitive Advantage	3		
MBA/590	Strategic Implementation and Alignment	3		
MBAPA/591	Public Administration Seminar in Problem Solving	3		
MBAPA/592	Public Administration Seminar in Decision Outcomes	3		

GENERAL EDUCATION/LIBERAL ARTS COURSES: (If applicable)

	Not Applicable		

Number of Credit/Clock Hrs. in SPECIALITY Courses: 45 / 720 Percentage: 100%

Number of Credit/Clock Hrs. in GENERAL Courses: _____ Percentage: 0%

(If applicable:)

Number of Credit/Clock Hrs. in LIBERAL ARTS Courses: _____ / _____ Percentage: _____

III. LIBRARY: (Please provide information pertaining to the library located in your institution.)

1. Location of library; Hours of student access; Part-time/Full time librarian/staff:

The Dean of University Learning Resources & University Librarian, who is required to have a Master's Degree in Library Science and several years of experience in library operations, manages operations, user education, and collection development. The Dean of University Learning Resources & University Librarian reports directly to the Provost for Academic Affairs.

University library staffing levels are as follows:

Dean and University Librarian	1
Assistant University Librarian	1
Part-Time Librarians	6
Web Developer	1
Web Content Administrator	1
Library Documentation Administrator	1
Library Operations Supervisor	1
Library Research Specialists	4

Because the University provides the same centrally managed resources and services to all students regardless of location, these employees are based at the University's central offices in Phoenix rather than at a specific campus location. This arrangement allows a centralized staff to serve all students equally without the disparities between small and large campuses that often arise with traditional approaches to library resources and services.

IV. FACULTY: Attach completed Instructor's Qualification Record for each instructor.

**** Include all supporting documentation pertaining to the qualifications of each instructor.**

The University has not yet determined faculty for this program. Faculty will be hired as needed upon approval and start-up of the program.

University of Phoenix faculty members are accomplished managers, technology leaders, professional educators, corporate executives, financial officers, healthcare and human service professionals, and leaders in other professional arenas. The University's faculty includes a dedicated cadre of Associate Faculty members—most who are practitioners in their professions—as well as a “Core” faculty comprised of educators who not only teach, but also provide academic direction and instructional leadership to the Associate Faculty and the campuses.

The University practices a collaborative, facilitative instructional model. For this reason, and because the majority of University of Phoenix instructors are not traditional full-time faculty members for whom teaching is a primary occupation, it is incumbent on the University to ensure that those appointed to the faculty can demonstrate the ability or potential to teach effectively in this environment. To this end, all faculty candidates participate in a rigorous screening and assessment process, are required to complete New Faculty Certification, and following their official appointment to the faculty, are involved in ongoing training and development activities.

When considering a faculty candidate, academic and professional credentials are evaluated to determine whether candidates meet the minimum requirements for faculty appointment. Other supporting materials, including transcripts, are reviewed to assure that the candidate possesses the qualifications to be approved to teach at least one to two courses. This is determined by comparing the candidate's experience and academic preparation to approval requirements developed for each course. The information that follows outlines the general qualifications necessary to teach across the University.

- A master's or doctoral degree from a regionally accredited institution (or international equivalent) related to the subject the candidate would teach and earned a minimum of two years prior to appointment
- Five recent years of work experience related to the subject the candidate would teach
- Current, full-time employment in the field of study in which the candidate would teach
- Ability to provide effective instruction in the practical application of course content
- Willingness to utilize the University of Phoenix Teaching/Learning Model

Master of Business Administration/Public Administration

Program Description

The Master of Business Administration/Public Administration program is designed to enhance the management skills students need to function effectively within a public organization. Students will create and defend their solutions to problems of crisis management, profitable growth opportunities, and change leadership. Throughout the program, students gain experience in distilling a situation into a well-defined problem; applying tools and concepts to analyze a variety of alternative solutions; and selecting and defending their recommended course of action.

The Master of Business Administration program at the University of Phoenix utilizes problem-based learning where students refine their problem solving skills along with their communication, creativity, information utilization, and critical thinking skills. They are assessed on the basis of their use of the problem solving process (which employs a general rubric) as well as their communication and critical thinking skills during their presentation.

In the MBA/PA specialization, students will create complex business problem solving scenarios drawing upon skills and competencies mastered during the program. Students will gain experience in distilling a situation into a well-defined business problem to exploit management-based opportunities for an organization of their choice. They will apply business tools and concepts to analyze a variety of alternative solutions, and will receive feedback on the choices they make. They will defend their solutions and recommend a course of action and performance-based evaluation metrics for the business problem.

Learning teams will apply the principles of benchmarking throughout the program to research the most creative solutions to a business problem. This will enrich the alternatives that learners consider in evaluating possible solutions to the problems.

The MBA/PA consists of 45 credit hours and includes three proficiency courses (MBA/501, MBA/502, MBA/503) which may be satisfied using undergraduate coursework. Students may also waive an additional nine credits using graduate courses and may qualify for a 27-credit hour residency.

Master of Business Administration/Public Administration

Preferred Course Sequence and Prerequisite System

Core Course	Course Title	Credits	Length	Prerequisite(s)
MBA/500	Foundations of Problem-Based Learning	3	6 weeks	---
MBA/501	Forces Influencing Business in the 21st Century	3	6 weeks	---
MBA/502	Managing the Business Enterprise	3	6 weeks	---
MBA/503	Introduction to Finance and Accounting	3	6 weeks	---
MBA/520	Transformational Leadership	3	6 weeks	MBA/500
MBA/530	Human Capital Development	3	6 weeks	MBA/500
MBA/560	Enterprise Risk	3	6 weeks	MBA/500
MBA/510	Managerial Decision Making	3	6 weeks	MBA/500, MBA/501, MBA/502, MBA/503
MBA/540	Maximizing Shareholder Wealth	3	6 weeks	MBA/510
MBA/550	Resource Optimization	3	6 weeks	MBA/510
MBA/570	Sustainable Customer Relationships	3	6 weeks	MBA/510
MBA/580	Strategies for Competitive Advantage	3	6 weeks	MBA/510
MBA/590	Strategic Implementation and Alignment	3	6 weeks	MBA/500
MBAPA/591	Public Administration Seminar in Problem Solving	3	6 weeks	All previous 13 courses in the preferred sequence
MBAPA/592	Public Administration Seminar in Decision Outcomes	3	6 weeks	All previous 14 courses in the preferred sequence
Total		45		

MBA 500 Foundations of Problem-Based Learning

Course Description

This course introduces new graduate students to strategies for academic success within the University of Phoenix. Topics include University of Phoenix Graduate School tools and competencies and written and verbal communication skills. This course introduces the conceptual, analytical, and practical foundations of problem-based learning. This will be done in the context of problem definition, research and information utilization, critical thinking, written and verbal communication skills, negotiation skills, and stakeholder communication skills. Problem-based learning will be framed in the context of the alignment of societal, organizational, and personal values.

MBA 501 Forces Influencing Business in the 21st Century

Course Description

This course introduces new graduate students to strategies for academic success within the University of Phoenix and explores issues and institutions that affect business outside the direct control of the organization. Topics include University of Phoenix Graduate School tools and competencies; written and verbal communication skills; an introduction to macroeconomics; legal, regulatory, political, and social environments; technological developments; and environmental scanning.

MBA 502 Managing the Business Enterprise

Course Description

This course examines issues and functions that business managers face within the context of day-to-day operations and long-term planning of the organization. Topics include an introduction to legal issues, technology and change, diversity, ethics, teamwork and trust, organizational development, marketing, operations management, planning the organization's future, and risk management.

MBA 503 Introduction to Finance and Accounting

Course Description

This course introduces fundamental concepts of using accounting principles and financial tools and analysis for effective managerial decision making. Topics include the role of the financial manager in the organization, concepts and principles underlying financial accounting practices, financial statement analysis, and operational planning and budgeting.

MBA 520 Transformational Leadership

Course Description

This course examines organizational leadership in the context of managing continuous change, innovation, and adaptation. Topics include models and theories of leadership and change management; behavior of individuals and teams in organizations; communicating strategic intent; institutionalizing a capacity for change; creating winning organizational cultures; integrating organizational silos; negotiating the political landscape of organizations; and managing for contingencies.

MBA 530 Human Capital Development

Course Description

This course examines the role of the executive in developing human capital within the organization. Topics include theories on organizational behavior and individual motivation, skills gap analysis, alignment of staff capabilities with organizational needs, succession planning strategies, retention of innovative talent, and motivation of mid-tier performers, human behavior, motivation, and compensation systems, and future trends in human capital development.

MBA 560 Enterprise Risk

Course Description

This course requires the manager to confront opportunities and constraints emanating from sources both external and internal to the organization. Topics include assessing enterprise risk; risk monitoring and reporting; mitigating risk in changing economic and regulatory environments; governance; compliance; managing audit functions and board relations; and ethical responsibilities to stakeholders in managing and reporting risk.

MBA 510 Managerial Decision Making

Course Description

This course introduces a practical, analytical approach to managerial decision making. Analytic thinking, systems thinking, and creative thinking will be employed in the context of a variety of business problems. Topics include decision-making models; dealing with certain, uncertain, and unknowable; managing risk; sensitivity analysis; probabilistic decision models; decision trees; game theory; survey design; and regression analysis.

MBA 540 Maximizing Shareholder Wealth

Course Description

This course requires the manager to choose among financial alternatives to optimize shareholder value. Topics include understanding key cash flow drivers; working capital and asset management; evaluating short-term and long-term financing alternatives; aligning treasury functions with strategic objectives; valuing the corporation; capital budgeting; global finance strategies; and M&A and new venture finance strategies.

MBA 550 Resource Optimization

Course Description

This course requires the manager to assess the financial health of the organization and allocate resources to optimize the organization's performance. Topics include conducting business performance reviews, business process improvement and quality management, allocating resources based on market potential, alignment of working capital management with client services, optimizing supply chain processes, and achieving high asset productivity. Analytical tools used will include financial decision support models, cost analysis, forecasting, generic benchmarking, and productivity measurement.

MBA 570 Sustainable Customer Relationships

Course Description

This course develops the discipline of maintaining customer focus in highly diverse local and global markets. Topics include aligning customer needs with value propositions; identifying future growth opportunities; forecasting demand; new product development and design; strategic brand management; defending price margins; integrating the marketing mix across multiple channels; behavioral marketing; customer relationship management; reorienting organization functions around customers; and integrating customer feedback loops into strategic planning activities.

MBA 580 Strategies for Competitive Advantage

Course Description

This course focuses on creating the value proposition as a driver of sustainable competitive advantage. Topics include translating key emerging trends into business opportunities; strategic challenges of global expansion; opportunities and constraints posed by regulatory change; competitor intelligence; scenario planning/planning for multiple futures; maximizing core business value; differentiating the value proposition; distribution channel development and integration; tailoring the value chain; building successful strategic alliances; and off-shoring models and approaches.

MBA 590 Strategic Implementation and Alignment

Course Description

This course emphasizes how managers lead the implementation of plans to get the job done. Topics include implementation and execution of plans; managing the organization as a portfolio of businesses; cross-functional reviews and coordination of operating strategies; ensuring strategic alignment of business unit objectives with organizational objectives; alignment of business unit tactics, infrastructure, and processes to strategic imperatives; adapting stakeholder relationships to changing strategic priorities; and best practices in project management.

MBAPA 591 Public Administration Seminar in Problem Solving

Course Description

This course is the first of a two-part seminar, which provides a forum for the study of public administration through an introduction to public policy fundamentals and policy analysis, politics and administration dichotomy, policy research and formulation and constituency and stakeholder relations. In this seminar, students will create complex business problem-solving scenarios drawing upon skills and competencies mastered during the program. Students will gain experience in distilling a situation into a well-defined business problem and will apply business tools and concepts to analyze a variety of alternative solutions, and will receive feedback on the choices they make.

MBAPA 592 Public Administration Seminar in Decision Outcomes

Course Description

In this seminar, students will defend their solutions and recommend a course of action and performance-based evaluation metrics for the business problem which they identified and evaluated in MBAPA/591. Upon completion of both seminars, students will understand how public administrators affect government fiscal decisions and the constraints influencing their own

programs as well as developing and managing budgets for agencies, programs, and economic development.

INDIANA COMMISSION ON PROPRIETARY EDUCATION

DEGREE APPLICATION

NAME OF INSTITUTION: University of Phoenix

NAME OF PROGRAM: Master of Management/Human Resources Management

DEGREE LEVEL: (Designate one)
(AAS, AA, AS, BAS, BA, BS, MBA, MAS, MA, MEd, Ph.D.) MM/HRM

Name of Person preparing this Form: Austin Rhodes, Assistant General Counsel
Phone: 480-557-1795

Date the Form was prepared: October 16, 2006

I. PROGRAM OBJECTIVES: (Describe what the program is designed to achieve and explain how it is structured in order to accomplish the objectives.)

The Master of Management/Human Resources Management program is designed to enhance the management skills students need to function effectively within an organization. Students learn to synthesize business concepts and practices presented in this program to develop solutions for specific managerial situations found within the organizational environment. Areas of focus include development of human capital, implementation of organizational initiatives, managing conflict, fostering creativity, innovation through organizational design, and managing in a cross-cultural environment.

The Master of Management program at University of Phoenix utilizes problem-based learning where students refine their problem-solving skills along with their communication, creativity, information-utilization, and critical-thinking skills. They are assessed on the basis of their use of the problem-solving process (which employs a general rubric) as well as their communication and critical-thinking skills during their presentations. Learning teams will apply the principles of benchmarking throughout the program to research the most creative solutions to a problem. This will enrich the alternatives that learners consider in evaluating possible solutions to the problems.

In the MM/HRM specialization, students will create complex business problem solving scenarios drawing upon skills and competencies mastered during the program. Students will gain experience in distilling a situation into a well-defined business problem to exploit management-based opportunities for an organization of their choice. They will apply business tools and concepts to analyze a variety of alternative solutions, and will receive feedback on the choices they make. They will defend their solutions and recommend a course of action and performance-based evaluation metrics for the business problem.

The MM/HRM consists of 45 credit hours and includes three proficiency courses (MMPBL/501, MMPBL/502, MMPBL/503) which may be satisfied using undergraduate course work. Students may also waive an additional nine credits using graduate courses and may qualify for a 27-credit hour residency.

II. PROGRAM STRUCTURE: (List all courses in the program. Indicate course name, number, and the number of credit hours or clock hours for each course.)

NAME OF PROGRAM: Master of Management/Human Resources Management

TOTAL CREDIT OR CLOCK HOURS: 45 credit hours

(For credit hours, check quarter or semester): **Quarter Hours:** **OR Semester Hours:** X*
 *Semester equivalent credit hours but the term is in six weeks per course

LENGTH OF PROGRAM: 90 Weeks **TUITION:** \$456/credit hour

SPECIALTY COURSES:

<u>Course Number</u>	<u>Course Title</u>	<u>Credit Hours</u>	<u>OR</u>	<u>Clock Hours</u>
MMPBL/500	Foundations of Problem-Based Learning	3		
MMPBL/501	Forces Influencing Business in the 21 st Century	3		
MMPBL/502	Managing the Business Enterprise	3		
MMPBL/503	Introduction to Finance and Accounting	3		
MMPBL/520	Transformational Leadership	3		
MMPBL/530	Human Capital Development	3		
MMPBL/510	Implementing Organizational Initiatives	3		
MMPBL/540	Conflict Management	3		
MMPBL/550	Creativity, Innovation, and Organizational Development	3		
MMPBL/560	Managing in a Cross-Cultural Environment	3		
MMPBL/570	Corporate Governance	3		
MMPBL/580	Marketing Management	3		
MMPBL/590	Strategies of Competitive Advantage	3		
MMHRM/591	Human Resources Seminar in Problem Solving	3		

MMHRM/592	Human Resources Seminar in Decision Outcomes	3	
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GENERAL EDUCATION/LIBERAL ARTS COURSES: (If applicable)

	Not Applicable		

Number of Credit/Clock Hrs. in SPECIALITY Courses: 45 / 720 Percentage: 100%

Number of Credit/Clock Hrs. in GENERAL Courses: / Percentage:

(If applicable:)

Number of Credit/Clock Hrs. in LIBERAL ARTS Courses: / Percentage:

III. LIBRARY: (Please provide information pertaining to the library located in your institution.)

1. Location of library; Hours of student access; Part-time/Full time librarian/staff:

The Dean of University Learning Resources & University Librarian, who is required to have a Master's Degree in Library Science and several years of experience in library operations, manages operations, user education, and collection development. The Dean of University Learning Resources & University Librarian reports directly to the Provost for Academic Affairs.

University library staffing levels are as follows:

Dean and University Librarian	1
Assistant University Librarian	1
Part-Time Librarians	6
Web Developer	1
Web Content Administrator	1
Library Documentation Administrator	1
Library Operations Supervisor	1
Library Research Specialists	4

IV. FACULTY: Attach completed Instructor's Qualification Record for each instructor.

**** Include all supporting documentation pertaining to the qualifications of each instructor.**

The University has not yet determined faculty for this program. Faculty will be hired as needed upon approval and start-up of the program.

University of Phoenix faculty members are accomplished managers, technology leaders, professional educators, corporate executives, financial officers, healthcare and human service professionals, and leaders in other professional arenas. The University's faculty includes a dedicated cadre of Associate Faculty members-most who are practitioners in their professions—as well as a “Core” faculty comprised of educators who not only teach, but also provide academic direction and instructional leadership to the Associate Faculty and the campuses.

The University practices a collaborative, facilitative instructional model. For this reason, and because the majority of University of Phoenix instructors are not traditional full-time faculty members for whom teaching is a primary occupation, it is incumbent on the University to ensure that those appointed to the faculty can demonstrate the ability or potential to teach effectively in this environment. To this end, all faculty candidates participate in a rigorous screening and assessment process, are required to complete New Faculty Certification, and following their official appointment to the faculty, are involved in ongoing training and development activities.

When considering a faculty candidate, academic and professional credentials are evaluated to determine whether candidates meet the minimum requirements for faculty appointment. Other supporting materials, including transcripts, are reviewed to assure that the candidate possesses the qualifications to be approved to teach at least one to two courses. This is determined by comparing the candidate's experience and academic preparation to approval requirements developed for each course. The information that follows outlines the general qualifications necessary to teach across the University.

- A master's or doctoral degree from a regionally accredited institution (or international equivalent) related to the subject the candidate would teach and earned a minimum of two years prior to appointment
- Five recent years of work experience related to the subject the candidate would teach
- Current, full-time employment in the field of study in which the candidate would teach
- Ability to provide effective instruction in the practical application of course content
- Willingness to utilize the University of Phoenix Teaching/Learning Model

Master of Management/Human Resources Management

Program Description

The Master of Management/Human Resources Management program is designed to enhance the management skills students need to function effectively within an organization. Students learn to synthesize business concepts and practices presented in this program to develop solutions for specific managerial situations found within the organizational environment. Areas of focus include development of human capital, implementation of organizational initiatives, managing conflict, fostering creativity, innovation through organizational design, and managing in a cross-cultural environment.

The Master of Management program at University of Phoenix utilizes problem-based learning where students refine their problem-solving skills along with their communication, creativity, information-utilization, and critical-thinking skills. They are assessed on the basis of their use of the problem-solving process (which employs a general rubric) as well as their communication and critical-thinking skills during their presentations. Learning teams will apply the principles of benchmarking throughout the program to research the most creative solutions to a problem. This will enrich the alternatives that learners consider in evaluating possible solutions to the problems.

In the MM/HRM specialization, students will create complex business problem solving scenarios drawing upon skills and competencies mastered during the program. Students will gain experience in distilling a situation into a well-defined business problem to exploit management-based opportunities for an organization of their choice. They will apply business tools and concepts to analyze a variety of alternative solutions, and will receive feedback on the choices they make. They will defend their solutions and recommend a course of action and performance-based evaluation metrics for the business problem.

The MM/HRM consists of 45 credit hours and includes three proficiency courses (MMPBL/501, MMPBL/502, MMPBL/503) which may be satisfied using undergraduate course work. Students may also waive an additional nine credits using graduate courses and may qualify for a 27-credit hour residency.

Master of Management/Human Resources Management

Preferred Course Sequence and Prerequisite System

Course Number	Course Title	Credits	Prerequisites
MMPBL/500	Foundations of Problem-Based Learning	3	
Proficiency Courses			
MMPBL/501	Forces Influencing Business in the 21 st Century	3	
MMPBL/502	Managing the Business Enterprise	3	
MMPBL/503	Introduction to Finance and Accounting	3	
Core Courses			
MMPBL/520	Transformational Leadership	3	MMPBL/500
MMPBL/530	Human Capital Development	3	MMPBL/500
MMPBL/510	Implementing Organizational Initiatives	3	MMPBL/500, MMPBL/501, MMPBL/502, MMPBL/503
MMPBL/540	Conflict Management	3	MMPBL/500, MMPBL/510
MMPBL/550	Creativity, Innovation, and Organizational Development	3	MMPBL/500, MMPBL/510
MMPBL/560	Managing in a Cross-Cultural Environment	3	MMPBL/500, MMPBL/510
MMPBL/570	Corporate Governance	3	MMPBL/500, MMPBL/510
MMPBL/580	Marketing Management	3	MMPBL/500, MMPBL/510
MMPBL/590	Strategies for Competitive Advantage	3	All previous 12 courses in the preferred sequence
Specialization Courses			
MMHRM/591	Human Resources Seminar in Problem Solving	3	All previous 13 courses (MMPBL/500-MMPBL/590) in the preferred sequence

MMHRM/592	Human Resources Seminar in Decision Outcomes	3	All previous 14 courses (MMPBL/500-MMPBL/590) in the preferred sequence
Total Credits		45	

MMPBL 500 Foundations of Problem-Based Learning

Course Description

This course introduces new graduate students to strategies for academic success within the University of Phoenix. Topics include University of Phoenix Graduate School tools and competencies and written and verbal communication skills. This course introduces the conceptual, analytical, and practical foundations of problem-based learning. This will be done in the context of problem definition, research and information utilization, critical thinking, written and verbal communication skills, negotiation skills, and stakeholder communication skills. Problem-based learning will be framed in the context of the alignment of societal, organizational, and personal values.

MMPBL 501 Forces Influencing Business in the 21st Century

Course Description

This course introduces new graduate students to strategies for academic success within the University of Phoenix and explores issues and institutions that affect business outside the direct control of the organization. Topics include University of Phoenix Graduate School tools and competencies; written and verbal communication skills; an introduction to macroeconomics; legal, regulatory, political, and social environments; technological developments; and environmental scanning.

MMPBL 502 Managing the Business Enterprise

Course Description

This course examines issues and functions that business managers face within the context of day-to-day operations and long-term planning of the organization. Topics include an introduction to legal issues, technology and change, diversity, ethics, teamwork and trust, organizational development, marketing, operations management, planning the organization's future, and risk management.

MMPBL 503 Introduction to Finance and Accounting

Course Description

This course introduces fundamental concepts of using accounting principles and financial tools and analysis for effective managerial decision making. Topics include the role of the financial manager in the organization, concepts and principles underlying financial accounting practices, financial statement analysis, and operational planning and budgeting.

MMPBL 510 Implementing Organizational Initiatives

Course Description

This course emphasizes how managers can effectively lead initiatives and projects on an individual, team, department, or organizational level. Topics include obtaining support and resources; validating data; handling group dynamics; identifying and mitigating risks; establishing project plans and/or action plans; managing implementation; measuring results and impact; and utilizing continuous improvement, change management, and control models to assess and address project deviations to avoid derailment.

MMPBL 520 Transformational Leadership

Course Description

This course examines organizational leadership in the context of managing continuous change, innovation, and adaptation. Topics include models and theories of leadership and change management; behavior of individuals and teams in organizations; communicating strategic intent; institutionalizing a capacity for change; creating winning organizational cultures; integrating organizational silos; negotiating the political landscape of organizations; and managing for contingencies.

MMPBL 530 Human Capital Development

Course Description

This course examines the role of the manager in developing human capital within the organization. Topics include theories on organizational behavior and individual motivation, skills gap analysis, alignment of staff capabilities with organizational needs, succession planning strategies, retention of innovative talent, motivation of mid-tier performers, human behavior, motivation and compensation systems, and future trends in human capital development.

MMPBL 540 Conflict Management

Course Description

This course prepares the manager to identify problems and opportunities arising from conflict among parties and stakeholders in organizations, to analyze those problems in detail, and to design and implement successful solutions to benefit from the opportunities and achieve the desired end state for the organization. Topics include the legal and regulatory environment of the employment relationship; the process of conflict and how it impacts organizations; and the application of negotiation, mediation, and other non-judicial dispute resolution techniques to resolve conflict to benefit the organization and stakeholders.

MMPBL 550 Creativity, Innovation, and Organizational Development

Course Description

This course examines the concepts of the learning organization, viewing learning from an individual and an organizational perspective, and provides students with insights as to how to use organizational development (OD) methods as a tool for problem solving and organizational intervention. Topics to be covered include the underlying theory, orientation, and application of key OD methods; the design and implementation of organizational interventions to move an organization from a current to a desired future state; and talent management.

MMPBL 560 Managing in a Cross-Cultural Environment

Course Description

This course introduces issues today's managers face when dealing with a cross-cultural workforce and provides insight and tools that can be used to meet cross-cultural challenges in business. Topics include cross-cultural differences in decision making, the importance of cross-cultural awareness and training, implementation and measurement of diversification initiatives, organizational issues in the multicultural workplace, elements of culture, and management styles of global companies.

MMPBL 570 Corporate Governance

Course Description

This course introduces students to the principles of corporate governance and the role of the mid-level manager in ensuring that corporate governance processes are implemented and monitored. Topics to be covered include corporate governance principles, stakeholder and leadership considerations, the role of the mid-level manager in corporate governance, the role of ethics in the governance process, and tools for governance compliance and transparency.

MMPBL 580 Marketing Management

Course Description

This course examines the role and importance of marketing management in every organization competing in highly diverse local and global markets. Topics include aligning marketing with overall business strategy; assessment of internal and external environments; leveraging market research to understand customer needs and forecast demand; new product development; reorienting organization functions around customers; developing and implementing pricing and distribution strategies; integrated marketing communications; and developing and measuring marketing plans.

MMPBL 590 Strategies for Competitive Advantage

Course Description

This course focuses on creating the value proposition as a driver of sustainable competitive advantage. Topics include translating key emerging trends into business opportunities; strategic challenges of global expansion; opportunities and constraints posed by regulatory change; competitor intelligence; scenario planning/planning for multiple futures; maximizing core business value; differentiating the value proposition; distribution channel development and integration; tailoring the value chain; building successful strategic alliances; and off-shoring models and approaches.

INDIANA COMMISSION ON PROPRIETARY EDUCATION

DEGREE APPLICATION

NAME OF INSTITUTION: University of Phoenix

NAME OF PROGRAM: Master of Management/Public Administration

DEGREE LEVEL: (Designate one)
(AAS, AA, AS, BAS, BA, BS, MBA, MAS, MA, MAS, Ph.D.) MM/PA

Name of Person preparing this Form: Austin Rhodes, Assistant General Counsel
Phone: 480-557-1795

Date the Form was prepared: October 16, 2006

I. PROGRAM OBJECTIVES: (Describe what the program is designed to achieve and explain how it is structured in order to accomplish the objectives.)

The Master of Management/Public Administration program is designed to enhance the management skills students need to function effectively within an organization. Students learn to synthesize business concepts and practices presented in this program to develop solutions for specific managerial situations found within the organizational environment. Areas of focus include development of human capital, implementation of organizational initiatives, managing conflict, fostering creativity, innovation through organizational design, and managing in a cross-cultural environment.

The Master of Management program at University of Phoenix utilizes problem-based learning where students refine their problem-solving skills along with their communication, creativity, information-utilization, and critical-thinking skills. They are assessed on the basis of their use of the problem-solving process (which employs a general rubric) as well as their communication and critical-thinking skills during their presentations. Learning teams will apply the principles of benchmarking throughout the program to research the most creative solutions to a problem. This will enrich the alternatives that learners consider in evaluating possible solutions to the problems.

In the MM/PA specialization, students will create complex business problem solving scenarios drawing upon skills and competencies mastered during the program. Students will gain experience in distilling a situation into a well-defined business problem to exploit management-based opportunities for an organization of their choice. They will apply business tools and concepts to analyze a variety of alternative solutions, and will receive feedback on the choices they make. They will defend their solutions and recommend a course of action and performance-based evaluation metrics for the business problem.

II. PROGRAM STRUCTURE: (List all courses in the program. Indicate course name, number, and the number of credit hours or clock hours for each course.)

NAME OF PROGRAM: Master of Management/Public Administration

TOTAL CREDIT OR CLOCK HOURS: 45 credit hours

(For credit hours, check quarter or semester): **Quarter Hours:** **OR** **Semester Hours:** X*
*Semester equivalent credit hours but the term is in six weeks per course

LENGTH OF PROGRAM: 90 Weeks **TUITION:** \$456/credit hour

SPECIALTY COURSES:

<u>Course Number</u>	<u>Course Title</u>	<u>Credit Hours</u>	<u>OR</u>	<u>Clock Hours</u>
MMPBL/500	Foundations of Problem-Based Learning	3		
MMPBL/501	Forces Influencing Business in the 21 st Century	3		
MMPBL/502	Managing the Business Enterprise	3		
MMPBL/503	Introduction to Finance and Accounting	3		
MMPBL/520	Transformational Leadership	3		
MMPBL/530	Human Capital Development	3		
MMPBL/510	Implementing Organizational Initiatives	3		
MMPBL/540	Conflict Management	3		
MMPBL/550	Creativity, Innovation, and Organizational Development	3		
MMPBL/560	Managing in a Cross-Cultural Environment	3		
MMPBL/570	Corporate Governance	3		
MMPBL/580	Marketing Management	3		

MMPBL/590	Strategies of Competitive Advantage	3	
MMPA/591	Public Administration Seminar in Problem Solving	3	
MMPA/592	Public Administration Seminar in Decision Outcomes	3	

GENERAL EDUCATION/LIBERAL ARTS COURSES: (If applicable)

	Not Applicable		

Number of Credit/Clock Hrs. in SPECIALITY Courses: 45 / 720 Percentage: 100%

Number of Credit/Clock Hrs. in GENERAL Courses: / Percentage:

(If applicable:)

Number of Credit/Clock Hrs. in LIBERAL ARTS Courses: / Percentage:

III. LIBRARY: (Please provide information pertaining to the library located in your institution.)

1. Location of library; Hours of student access; Part-time/Full time librarian/staff:

The Dean of University Learning Resources & University Librarian, who is required to have a Master's Degree in Library Science and several years of experience in library operations, manages operations, user education, and collection development. The Dean of University Learning Resources & University Librarian reports directly to the Provost for Academic Affairs.

IV. FACULTY: Attach completed Instructor's Qualification Record for each instructor.

**** Include all supporting documentation pertaining to the qualifications of each instructor.**

The University has not yet determined faculty for this program. Faculty will be hired as needed upon approval and start-up of the program.

University of Phoenix faculty members are accomplished managers, technology leaders, professional educators, corporate executives, financial officers, healthcare and human service professionals, and leaders in other professional arenas. The University's faculty includes a dedicated cadre of Associate Faculty members-most who are practitioners in their professions—as well as a “Core” faculty comprised of educators who not only teach, but also provide academic direction and instructional leadership to the Associate Faculty and the campuses.

The University practices a collaborative, facilitative instructional model. For this reason, and because the majority of University of Phoenix instructors are not traditional full-time faculty members for whom teaching is a primary occupation, it is incumbent on the University to ensure that those appointed to the faculty can demonstrate the ability or potential to teach effectively in this environment. To this end, all faculty candidates participate in a rigorous screening and assessment process, are required to complete New Faculty Certification, and following their official appointment to the faculty, are involved in ongoing training and development activities.

When considering a faculty candidate, academic and professional credentials are evaluated to determine whether candidates meet the minimum requirements for faculty appointment. Other supporting materials, including transcripts, are reviewed to assure that the candidate possesses the qualifications to be approved to teach at least one to two courses. This is determined by comparing the candidate's experience and academic preparation to approval requirements developed for each course. The information that follows outlines the general qualifications necessary to teach across the University.

- A master's or doctoral degree from a regionally accredited institution (or international equivalent) related to the subject the candidate would teach and earned a minimum of two years prior to appointment
- Five recent years of work experience related to the subject the candidate would teach
- Current, full-time employment in the field of study in which the candidate would teach
- Ability to provide effective instruction in the practical application of course content
- Willingness to utilize the University of Phoenix Teaching/Learning Model

Master of Management/Public Administration

Program Description

The Master of Management/Public Administration program is designed to enhance the management skills students need to function effectively within an organization. Students learn to synthesize business concepts and practices presented in this program to develop solutions for specific managerial situations found within the organizational environment. Areas of focus include development of human capital, implementation of organizational initiatives, managing conflict, fostering creativity, innovation through organizational design, and managing in a cross-cultural environment.

The Master of Management program at University of Phoenix utilizes problem-based learning where students refine their problem-solving skills along with their communication, creativity, information-utilization, and critical-thinking skills. They are assessed on the basis of their use of the problem-solving process (which employs a general rubric) as well as their communication and critical-thinking skills during their presentations. Learning teams will apply the principles of benchmarking throughout the program to research the most creative solutions to a problem. This will enrich the alternatives that learners consider in evaluating possible solutions to the problems.

In the MM/PA specialization, students will create complex business problem solving scenarios drawing upon skills and competencies mastered during the program. Students will gain experience in distilling a situation into a well-defined business problem to exploit management-based opportunities for an organization of their choice. They will apply business tools and concepts to analyze a variety of alternative solutions, and will receive feedback on the choices they make. They will defend their solutions and recommend a course of action and performance-based evaluation metrics for the business problem.

The MM/PA consists of 45 credit hours and includes three proficiency courses (MMPBL/501, MMPBL/502, MMPBL/503) which may be satisfied using undergraduate course work. Students may also waive an additional nine credits using graduate courses and may qualify for a 27-credit hour residency.

Master of Management/Public Administration

Preferred Course Sequence and Prerequisite System

Course Number	Course Title	Credits	Prerequisites
MMPBL/500	Foundations of Problem-Based Learning	3	
MMPBL/501	Forces Influencing Business in the 21 st Century	3	
MMPBL/502	Managing the Business Enterprise	3	
MMPBL/503	Introduction to Finance and Accounting	3	
MMPBL/520	Transformational Leadership	3	MMPBL/500
MMPBL/530	Human Capital Development	3	MMPBL/500
MMPBL/510	Implementing Organizational Initiatives	3	MMPBL/500, MMPBL/501, MMPBL/502, MMPBL/503
MMPBL/540	Conflict Management	3	MMPBL/500, MMPBL/510
MMPBL/550	Creativity, Innovation, and Organizational Development	3	MMPBL/500, MMPBL/510
MMPBL/560	Managing in a Cross-Cultural Environment	3	MMPBL/500, MMPBL/510
MMPBL/570	Corporate Governance	3	MMPBL/500, MMPBL/510
MMPBL/580	Marketing Management	3	MMPBL/500, MMPBL/510
MMPBL/590	Strategies for Competitive Advantage	3	All previous 12 courses in the preferred sequence
MMPA/591	Public Administration Seminar in Problem Solving	3	All previous 13 courses (MMPBL/500-MMPBL/590) in the preferred sequence
MMPA/592	Public Administration Seminar in Decision Outcomes	3	All previous 14 courses (MMPBL/500-MMPBL/590) in the preferred sequence
Total Credits		45	

MMPBL 500 Foundations of Problem-Based Learning

Course Description

This course introduces new graduate students to strategies for academic success within the University of Phoenix. Topics include University of Phoenix Graduate School tools and competencies and written and verbal communication skills. This course introduces the conceptual, analytical, and practical foundations of problem-based learning. This will be done in the context of problem definition, research and information utilization, critical thinking, written and verbal communication skills, negotiation skills, and stakeholder communication skills. Problem-based learning will be framed in the context of the alignment of societal, organizational, and personal values.

MMPBL 501 Forces Influencing Business in the 21st Century

Course Description

This course introduces new graduate students to strategies for academic success within the University of Phoenix and explores issues and institutions that affect business outside the direct control of the organization. Topics include University of Phoenix Graduate School tools and competencies; written and verbal communication skills; an introduction to macroeconomics; legal, regulatory, political, and social environments; technological developments; and environmental scanning.

MMPBL 502 Managing the Business Enterprise

Course Description

This course examines issues and functions that business managers face within the context of day-to-day operations and long-term planning of the organization. Topics include an introduction to legal issues, technology and change, diversity, ethics, teamwork and trust, organizational development, marketing, operations management, planning the organization's future, and risk management.

MMPBL 503 Introduction to Finance and Accounting

Course Description

This course introduces fundamental concepts of using accounting principles and financial tools and analysis for effective managerial decision making. Topics include the role of the financial manager in the organization, concepts and principles underlying financial accounting practices, financial statement analysis, and operational planning and budgeting.

MMPBL 520 Transformational Leadership

Course Description

This course examines organizational leadership in the context of managing continuous change, innovation, and adaptation. Topics include models and theories of leadership and change management; behavior of individuals and teams in organizations; communicating strategic intent; institutionalizing a capacity for change; creating winning organizational cultures; integrating organizational silos; negotiating the political landscape of organizations; and managing for contingencies.

MMPBL 530 Human Capital Development

Course Description

This course examines the role of the manager in developing human capital within the organization. Topics include theories on organizational behavior and individual motivation, skills gap analysis, alignment of staff capabilities with organizational needs, succession planning strategies, retention of innovative talent, motivation of mid-tier performers, human behavior, motivation and compensation systems, and future trends in human capital development.

MMPBL 510 Implementing Organizational Initiatives

Course Description

This course emphasizes how managers can effectively lead initiatives and projects on an individual, team, department, or organizational level. Topics include obtaining support and resources; validating data; handling group dynamics; identifying and mitigating risks; establishing project plans and/or action plans; managing implementation; measuring results and impact; and utilizing continuous improvement, change management, and control models to assess and address project deviations to avoid derailment.

MMPBL 540 Conflict Management

Course Description

This course prepares the manager to identify problems and opportunities arising from conflict among parties and stakeholders in organizations, to analyze those problems in detail, and to design and implement successful solutions to benefit from the opportunities and achieve the desired end state for the organization. Topics include the legal and regulatory environment of the employment relationship; the process of conflict and how it impacts organizations; and the application of negotiation, mediation, and other non-judicial dispute resolution techniques to resolve conflict to benefit the organization and stakeholders.

MMPBL 550 Creativity, Innovation, and Organizational Development

Course Description

This course examines the concepts of the learning organization, viewing learning from an individual and an organizational perspective, and provides students with insights as to how to use organizational development (OD) methods as a tool for problem solving and organizational intervention. Topics to be covered include the underlying theory, orientation, and application of key OD methods; the design and implementation of organizational interventions to move an organization from a current to a desired future state; and talent management.

MMPBL 560 Managing in a Cross-Cultural Environment

Course Description

This course introduces issues today's managers face when dealing with a cross-cultural workforce and provides insight and tools that can be used to meet cross-cultural challenges in business. Topics include cross-cultural differences in decision making, the importance of cross-cultural awareness and training, implementation and measurement of diversification initiatives, organizational issues in the multicultural workplace, elements of culture, and management styles of global companies.

MMPBL 570 Corporate Governance

Course Description

This course introduces students to the principles of corporate governance and the role of the mid-level manager in ensuring that corporate governance processes are implemented and monitored. Topics to be covered include corporate governance principles, stakeholder and leadership considerations, the role of the mid-level manager in corporate governance, the role of ethics in the governance process, and tools for governance compliance and transparency.

MMPBL 580 Marketing Management

Course Description

This course examines the role and importance of marketing management in every organization competing in highly diverse local and global markets. Topics include aligning marketing with overall business strategy; assessment of internal and external environments; leveraging market research to understand customer needs and forecast demand; new product development; reorienting organization functions around customers; developing and implementing pricing and distribution strategies; integrated marketing communications; and developing and measuring marketing plans.

MMPBL 590 Strategies for Competitive Advantage

Course Description

This course focuses on creating the value proposition as a driver of sustainable competitive advantage. Topics include translating key emerging trends into business opportunities; strategic challenges of global expansion; opportunities and constraints posed by regulatory change; competitor intelligence; scenario planning/planning for multiple futures; maximizing core business value; differentiating the value proposition; distribution channel development and integration; tailoring the value chain; building successful strategic alliances; and off-shoring models and approaches.